

July 28 1993
Meeting



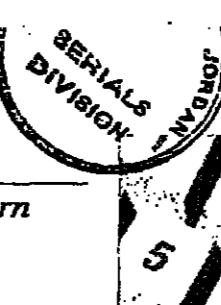
Ostriches take off
American farmers cash in on the big bird
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Get them laughing
Humour as a serious marketing tool
Page 6



Crash program
Can Gerstner return IBM to profit?
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Fast bucks by phone
Telephone services fit the advertising bill
Page 21

FINANCIAL TIMES

Europe's Business Newspaper

THURSDAY JULY 29 1993

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Russia's deputy PM vows to annul rouble reform

Boris Fyodorov, the Russian deputy prime minister and finance minister, vowed to fight to the end to annul the Russian central bank's "useless and unjustified" decision to withdraw all pre-1993 roubles from circulation. He also demanded the resignation of Victor Gerashchenko, the central bank chairman.

Within hours of returning to Moscow from Washington, Mr Fyodorov said western officials were also "extremely concerned" over the central bank's action. Page 10

Japanese coalition challenger Japan's Liberal Democratic party was on the verge of losing power after seven opposition parties agreed to support a joint prime ministerial candidate and form a coalition government. Page 10

Clinton's budget blitz President Bill Clinton has begun a last-ditch effort to win support for his budget package with a blitz of briefings and lunches for businessmen and journalists from key states. Page 4

Doubts over Brazilian sell-offs:

Doubts are growing among Brazilian investors over the commitment of president Itamar Franco (left) to the privatisation cause as delays mount up, including the postponement of two sales this week. Mr Franco formerly opposed privatisation but backed the policy after recognising the cost of the state sector to the Treasury. Page 4

Brussels deal over Efim The European Commission reached preliminary agreement with Italy allowing it to repay £7,000m (\$4.34bn) to creditors of Efim, the state industrial holding. Page 10; Brussels plans crackdown on industrial piracy, Page 2; Italian security chief quits. Page 2

Gatt chief urges speed The director-general of the General Agreement on Tariffs and Trade, Peter Sutherland, called for greater urgency in talks on concluding the current round of trade liberalisation talks by December 15. Page 4

Nomura Securities, one of the world's largest stockbrokers, is bailing out a property lending affiliate, Nomura Finance, by merging it with another offset. The move will entail the write-off of £200m (\$1.87bn) in bad loans. Page 11

French focus on business The French government plans to use some of the FFr70bn (\$1.75bn) windfall from its Balladur bond issue to help business. It will also invest in regional schools and colleges. Page 3

Bosnia deal closer President Alija Izetbegovic of Bosnia appeared to be yielding to international pressure when he began discussing with his Serb and Croat rivals the proposed partition of the republic along ethnic lines. Page 3

Hyundai lockout threat Two Hyundai companies threatened to lock out workers over pay demands. The South Korean government also sent riot police to Hyundai's main manufacturing base, in possible preparation to end the strikes affecting six Hyundai companies. Page 3

Ford Motor and Chrysler, two of the Big Three US car manufacturers reported strong growth in second-quarter profits, to \$75m and \$85m respectively, powered by recovery in the US economy and market share gains over Japanese rivals. Page 11

BAT Industries, the tobacco and financial services group, increased first half pre-tax profits 35 per cent to £306m (£1.35bn), but warned of an underlying decline in tobacco profits. Page 11; Lex, Page 10

Group Bull, French state-owned computer manufacturer, saw sales fall and losses rise in the first half of 1992, reporting net losses of FFr1.98bn (\$341m) compared with losses of FFr1.89bn year on year. Page 12

India government survives The minority government of PV Narasimha Rao, India's prime minister, survived a parliamentary motion of no confidence by a narrow margin of 14 votes, after days of intense political bargaining. Page 3

Tandem Computers, latest victim of computer industry turmoil, plans to cut its workforce by about 15 per cent in a restructuring. Page 13; When surgery will not prove the whole cure, Page 11

STOCK MARKET INDICES		# STERLING	
FT-SE 100:	2084.2	(+4.8)	New York luncheon: 1.4925
Yield:	3.97		London: 1.4925
FT-SE Eurotrack 100	1228.35	(-0.80)	1.4925
FT-A All Share	1428.88	(+0.2%)	DM: 2.5275
Nikkei	19,629.58	(-61.41)	Fr: 8.3205
New York Comex:			Y: 7.78
Dow Jones Ind Ave	3582.11	(+3.9)	FT: 2.26
S&P Composite	448.58	(+0.34)	157.25
			(2.65)
E Index	81.1	(0.1)	Y: 106.3
# LUNCHTIME RATES			(105.39)
Federal Funds:	2.1%		
3-mo Treasury Bills: Yd	1.47%		
Long Bonds:	10.85%		
Yield:	6.62%		
# DOLLAR			
New York luncheon:	DM: 1.7163		SR: 1.513
DM:	5.8555		Y: 165.2
Fr:	5.8575		
Y:	1.513		
London:	1.72	(1.7265)	
DM:	5.8575	(5.8525)	
Fr:	5.8575	(5.8525)	
Y:	1.5145	(1.5205)	
DM:	1.72	(1.7265)	
Fr:	5.8575	(5.8525)	
Y:	1.5145	(1.5205)	
S Index	95.7	(95.0)	
New York Comex (Aug)	380.4	(381.2)	
London	380.2	(381.5)	Tokyo close Y 106.05

Arabs	Sch30	Germany	DM3.30	Arabs	LR1.60	S. Africa	SR11
Bahrain	DM1.25	Greece	Dr3.00	Morocco	MR1.13	Singapore	SR8.10
Belgium	Br1.50	Hungary	Fl1.72	Negev	Fl 3.75	Siem. Fr	SR1.20
Bulgaria	Le25.00	Iceland	MR2.15	Nigeria	MR1.45	South Africa	SR12.00
Croatia	HR527.00	India	INR1.50	Poland	PL1.50	Spain	SR2.10
Cyprus	CR1.00	Ireland	IE1.50	Portugal	PT2.10	Sweden	SR1.15
Denmark	DK1.50	Italy	IT1.50	OTR1.50	OTR1.50	Switzerland	SR1.15
Egypt	EG1.50	Jordan	JD1.50	Philippines	Pe4.50	Syria	SR2.00
Finland	FM1.25	Lebanon	US1.25	Portugal	PT2.20	Turkey	SR1.50
France	Fr1.50	Lux	LR1.50	Qatar	QF1.20	UAE	SR11.00

New ventures will help industry adapt to cuts in state spending

Drug groups form new links

By Paul Abrahams in London

FOUR of the world's largest drug companies yesterday announced wide-ranging deals as part of the global industry's attempt to adapt to reduced government spending on medicines.

Warner-Lambert of the US has negotiated a global worldwide joint venture with Britain's Wellcome, fusing their over-the-counter (OTC) non-prescription medicines, Zovirax, which generated sales last year of \$3.4bn.

It has formed a separate strategic alliance with Glaxo Holdings, Europe's biggest drug company, to market the British company's prescription drugs over the counter.

Meanwhile, US-based Merck, one of the world's leading OTC companies, has agreed to acquire Medco Containment, the largest US drugs mail order drugs distributor, for the counter.

The OTC market is expected to grow rapidly as more prescription drugs lose their patent protection. Governments are encouraging

products to switch from prescription to OTC status, because consumers themselves pay directly for non-prescription drugs.

"This is a first-class deal for Wellcome," said Mr John Robb, chief executive. "There will be more of these deals, and we are pleased to have stolen a march on the opposition."

Warner-Lambert's joint venture with Wellcome, to be called Warner Wellcome Consumer Health Products, would have had sales last year of \$1.5bn, making it the third largest OTC company in the US after Johnson & Johnson and American Home Products. It will be the fourth largest

Muscle behind a counter offensive.....Page 9
Lex.....Page 10

Merck acquires Medco drug group in \$6bn deal.....Page 11

aging products to switch from prescription to OTC status, because consumers themselves pay directly for non-prescription drugs.

"We welcome the new business had sales last year of about \$340m, representing about 14 per cent of group sales. Warner-Lambert will not be bringing its Rolaid anti-acid treatment or Halls cough drops to the joint venture."

The US group will be the managing partner of the new company and receive 70 per cent of US profits. Wellcome, which will have three of the seven members of the board, will receive the remainder. For the rest of the

in Europe. Mr John Walsh, president of Warner-Lambert's consumer sector, said the new business continued to be weak in Germany and would need to be strengthened.

Zovirax was the only licensed treatment for genital herpes in the US and had huge potential, he said. There were no plans to submit an application in the US for a Zovirax cream for cold sores. In Germany and the UK the drug has OTC approval for this illness.

Wellcome's OTC business had sales last year of about \$340m, representing about 14 per cent of group sales. Warner-Lambert will not be bringing its Rolaid anti-acid treatment or Halls cough drops to the joint venture.

The US group will be the managing partner of the new company and receive 70 per cent of US profits. Wellcome, which will have three of the seven members of the board, will receive the remainder. For the rest of the

world, the profits will be shared on an approximately equal basis. Glaxo's decision to form the strategic alliance with Warner-Lambert confirms chairman Sir Paul Girolami's insistence that his company will not diversify away from prescription medicines.

Mr Franz Humler, Glaxo's chief operating director, said there was no link between the Warner-Lambert deal and the recent sacking of Dr Ernest Mario as the group's chief executive.

Glaxo's joint venture will concentrate on developing Zantac in the US and Europe, although not Japan where it already has an agreement. The drug is likely to be submitted for approval in the US during 1994. It will be marketed by Warner-Lambert.

In London, Wellcome's shares rose 31p to 696p, while Glaxo closed 10p at 558p. Warner-Lambert was up 5% at 583p. Merck's shares were down 1% at 531.

Piëch sees no early end to VW's row with GM

By Christopher Parkes
in Wolfsburg

VOLKSWAGEN, bruised by allegations from General Motors of industrial espionage, yesterday sought to restore confidence with claims that it was winning the war in the European car market.

At a press conference at his company's headquarters in Wolfsburg, Mr Ferdinand Piëch, VW chairman, aired suspicions of dirty tricks, and repeated charges that GM had resorted to mud-slinging to further its allegations of industrial espionage by VW employees.

But he also produced data which suggested that VW was making a strong recovery after its loss of DM1.25bn (\$720m) in the first quarter. He said orders in June were more than 15 per cent up on the same month last year and that the new Golf model had widened its market lead over the Astra, built by Adam Opel. Mr Piëch cited an independent motor industry expert's view that GM was trying to damage VW in a commercially motivated war, started after Mr Piëch hired Mr José Ignacio López de Arriortua, GM's global procurement director, in March.

In his first press conference to defend VW, Mr López and four former GM employees who followed him to the German car maker against industrial espionage allegations, Mr Piëch quoted Mr Daniel Jones, professor of motor industry management at Cardiff University. "This is a war."

He used Mr Jones's opinions to support VW's claims that the spying charges were untrue but were being used to further GM's real aim - to disrupt the German group's recovery programme by depriving it of the renowned cost-cutting and innovative production skills of Mr López and key members of his GM team.

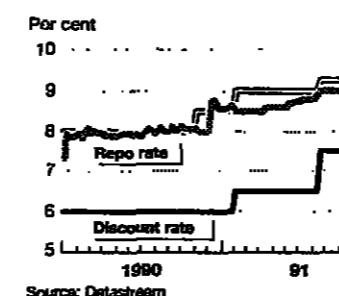
But he returned to the attack with accusations that the US group was attempting "to abuse public prosecutors [investigating GM's spying charges], the media and public opinion to slander our

Continued on Page 10
Piëch hurls some mud, Page 2

Bundesbank cut raises ERM hopes

By James Blitz in London and Judy Dempsey in Berlin

German Interest rates



lowered from 8.50 per cent to 8.25 per cent at the same time.

Yesterday's repo rate cut helped quell tensions in the ERM at the start of European trading, including heavy selling of the Spanish peseta and Portuguese escudo, and continued pressure

on the French franc.

Analysts were uncertain about what decision the Bundesbank would have to take today to quell tensions in the ERM during the remaining summer weeks.

In UK financial markets, there was strong speculation that

large cut in German interest rates today might allow the British government to lower base rates, currently at 6 per cent. That speculation pushed sterling 1/4 pfenning down against the D-Mark to close at DM2.5675.

The Bundesbank meeting, the last before the summer recess, will be the keenly watched event in currency markets since the ERM crisis of last September, which triggered the departure of sterling from the system.

There was a strong assumption in the London market that the Bundesbank would cut its discount rate by 1/4 percentage point. Some analysts believed rates would need to be eased

Old-guard politicians, Mafia and renegade intelligence agents said to be behind car bombs in Rome and Milan

Italian security chief quits

By Robert Graham in Rome

THE head of Italy's domestic intelligence service resigned yesterday as President Oscar Luigi Scalfaro and Prime Minister Carlo Azeglio Ciampi talked of a "criminal design" to destabilise Italy at a delicate moment of political transition.

They called for calm in a nation last week rocked by the suicides of two prominent figures involved in the corruption scandals.

The resignation of Mr Angelo Finocchiaro, head of the Sisde intelligence agency, followed three car bomb explosions in Rome and Milan on Tuesday night. Five people were killed.

It was not clear whether Mr Finocchiaro's resignation was forced by the Ciampi government. But there has been strong criticism by politicians of the lax control of Italy's security services, and their apparent failure to control terrorism that has killed 10 people in the past two months.

Although the precise responsibility for the car bombs remains a mystery, officials said yesterday they had been

planned deliberately. The bombs exploded as political parties are about to approve electoral laws that will usher in a largely new political class and at a crucial stage in the investigations into political corruption. Leading politicians of the past decade are expected soon to be linked to enormous sums of illicit money.

In response to the latest outrage, Italy's trade unions held two-hour stoppages in Rome and Milan yesterday, accompanied by large demonstrations. Pope John Paul II made a point of inspecting the damage at the sites of the two car bombs in Rome - the basilica of St John Lateran and the 12th century church of St George, Velabro.

As with the two earlier bomb outrages at Florence's Uffizi Gallery and in a wealthy residential area of Rome in May, the authorities were unable to give clear indications of those responsible. No arrests have

been made in the two months since these bombs killed five people in Florence and damaged part of the world-famous picture gallery as well as injuring 23 in Rome.

Mr Nicola Mancini, the interior minister, pointed the finger at organised crime. He said there were similarities between Tuesday's bombs and the car bomb that assassinated Mr Paolo Borsellino, the anti-Mafia judge, in Palermo last July, as well as the bombing of the Naples-Milan train in 1984 that killed 15 people.

The Borsellino killing was the work of the Sicilian Mafia, while the Naples-Milan train bombing was blamed on a mix of organised crime, right-wing extremists and elements within the security forces. Uncontrolled elements in the security services along with the Mafia, backed by some of the old-guard politicians, are now being accused of orchestrating the car bombs.

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In the wake of the Uffizi car bombing on May 27, the Ciampi government carried out four changes in the senior hierarchy of the security services. Pressure for a major clean-up of the Sisde has increased in recent weeks following the discovery that a number of top officials, past and present, had expropriated £16m (88.7m) of its funds and had been running a travel agency on the side.

The car bombs all exploded during the late evening/early morning. Yesterday, the authorities played down earlier suggestions that firemen had been lured to a burning car in Milan with the bomb then being exploded. Two car bombs were placed beside two ancient religious buildings in Rome - St John Lateran, which once housed the Popes, and was where Mussolini signed the 1929 pact with the Church. All three bombs were directed against Italy's cultural/artistic heritage, the Milan explosion being outside the Contemporary Art Museum. The portico of St George, Velabro, was destroyed after recently being restored at a cost of £300m.



President Scalfaro and Pope John Paul II inspect the damage to the basilica of St John Lateran in Rome

Consensus on new leader for bank eludes EC

Battle for EBRD post still wages

By Anthony Robinson, East Europe Editor

THE European Community last night failed to agree on a consensus candidate to replace Mr Jacques Attali as head of the European Bank for Reconstruction and Development (EBRD), after an extra week of increasingly fraught horse-trading.

The top post in the EBRD, which was set up two years ago to foster investment in former communist eastern Europe, has become a pawn in the greater struggle for possession of a future European central bank.

Right up to the end of the week-long extension to a decision, Italy and Denmark were still refusing to renounce their own candidates. Mr Giuliano Amato, the former Italian prime minister, and Mr Henning Christensen, Denmark's EC commissioner, in favour of Mr Jacques de Larosière, the French front-runner for the job. The name of Mr



De Larosière: front-runner

tary Fund. The votes of the 12 EC countries are not sufficient to make the 51 per cent majority of votes required to elect a new leader of the bank. But the US, which has a 10 per cent vote, made clear that it would support an EC consensus candidate to head the bank.

A failure to reach a consensus would mean that the choice of a president could depend on the outcome of a complex postal voting procedure. This takes into account the weighted votes of the members of the Group of Seven industrial countries, which collectively possess 55 per cent of the total, and those of the 57 governors of the bank.

The latter represent shareholder governments, both east and west, which have one vote each, plus one vote each for the EC and the European Investment Bank. To be successful, a candidate has to achieve a majority of both the weighted votes, which are related to the size of the country's shareholding, and the governors' votes.

Leszek Balcerowicz, the former Polish finance minister, also remained on the table.

But unconfirmed reports last night indicated that one of the two EC rivals was on the point of withdrawing in favour of Mr de Larosière, a former president of the International Mon-

etary Fund. The votes of the 12 EC countries are not sufficient to make the 51 per cent majority of votes required to elect a new leader of the bank. But the US, which has a 10 per cent vote, made clear that it would support an EC consensus candidate to head the bank.

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Recycling managers arrested

By Ariane Genillard in Bonn

FOUR managers from Thyssen Sonnenberg, the much vaunted recycling subsidiary of the Thyssen group, were yesterday arrested on suspicion of exporting toxic waste to France.

The four men, who include Mr Günther Giffels, chairman of the board of management at the Düsseldorf-based subsidiary, will be held in custody until a legal hearing due today, the prosecutor's office in the state of Hesse said.

The arrests are likely to cause considerable worry among German recycling companies which fear recurring and cumbersome examinations from public authorities.

German authorities, at federal and state levels, are anxious to improve their country's image following scandals involving export of toxic waste.

The Frankfurt-based prosecutor's office, which is currently investigating 40 companies for possible violations of Germany's strict environmental laws, is accusing Thyssen Sonnenberg of dumping toxic waste in France by exporting it to a front company on the Franco-German border.

Thyssen Sonnenberg denounced the arrests, calling the prosecutor's suspicions "unfounded". It said both German and French authorities had given permission, renewed until May 1994, to export waste to its French subsidiary, Lor-Met, in Pagny sur Meuse.

But the prosecutor's office yesterday said: "We have reasons to believe that Thyssen Sonnenberg mixed toxic waste with normal waste in order to export it. It then could tell German authorities that it was going to recycle the waste in its French subsidiary at lower costs." The subsidiary was bought a year ago, by Thyssen Sonnenberg and another German recycler called Eumet, the prosecutor's office said.

Heavy penalties imposed over milk quota failures

By Lionel Barber in Brussels

THE European Commission yesterday agreed to claw back Ecu2.3bn (\$2.59bn) in unnecessary subsidies to Italy, Greece and Spain which systematically failed to enforce milk production quotas in 1988.

The penalties are among the most severe in recent memory, although they fall short of the original Ecu15.33bn in excess spending incurred by the European Community between 1984 and 1992.

The reduced penalty was settled upon because the three member states have pledged to respect new rules to curb overproduction, and partly because the EC is offering an extra Ecu240m of special

assistance to Italy and Spain to remove 2m tonnes of excess milk capacity.

Both Italy and Spain face net payments this year of Ecu100m and Ecu50m only. However, Italy faces a total bill of Ecu1.45bn - which it will "pay" through a reduction in EC subsidies. The EC will recover Ecu260m from Spain, but only Ecu5m from Greece.

EC officials said the penalty levied against Italy was the toughest in more than 20 years. It underlined the determination of Mr René Steichen, EC farm commissioner, to make new milk quota reforms work.

A Brussels spokesman stressed that the one-year

increase in the Italian milk quota of 900,000 tonnes was only provisional and would be withdrawn if the Rome government failed to respect the rules.

The same applied to Spain's increase of 500,000 tonnes and Greece's extra quota of 100,000 tonnes.

As late as 1991, neither Italy, Spain nor Greece had a system in place to supervise milk production or to collect the levy, according to a report by the Community's Court of Auditors.

The Commission continued to pay full subsidies even though failure to collect the additional levy should have disqualify the three countries from obtaining matching levels of spending.

steel subsidy disputes this month.

The loan scheme is part of an EC rescue plan designed to persuade steel companies to shed 30m tonnes of excess crude steel capacity.

The money would be lent to groups of companies, organised along three product lines, which had agreed to pool funds to finance capacity cuts.

Those making the cuts would be paid by those who benefited, with the loans helping to get the plan off the ground.

Commission sources said the scheme would involve about Ecu1bn to cover capacity cuts of about 10m tonnes of finished steel products, divided as follows:

● Ecu70m for 6m tonnes of hot-rolled coil and strip;

● Ecu40m for 2m tonnes of plates;

● Ecu60m for 2.5m tonnes of heavy sections.

Brussels is seeking about 20m tonnes of cuts in finished products, but some will have to come from companies which are not part of those groups, a Commission official said.

The spokesman had no further details about the problems with the scheme's legal basis, but said the Commission's legal service had some reservations.

The plan is based on provisions of the European Coal and Steel Community treaty.

Industry ministers are scheduled to meet on September 21 to resolve disputes over Spanish and Italian plans to aid their steel industries, a move considered critical to the restructuring plan.

● Ecu70m for 6m tonnes of hot-rolled coil and strip;

● Ecu40m for 2m tonnes of plates;

● Ecu60m for 2.5m tonnes of heavy sections.

US trade watchdog displays its mettle over steel, Page 4

Commission in retreat on mergers

By Lionel Barber in Brussels

THE European Commission yesterday bowed to opposition from the UK, Germany and France and staged a tactical retreat in its campaign to expand its powers to vet large mergers.

The new rules, which must be approved by the Council of Ministers and European Parliament, cover electronics, furniture, fashion and the controversial market in industrial spare parts.

The Commission proposals are linked to an expanding Brussels effort to harmonise national rules covering trademarks, copyright and intellectual property, supported when necessary by Community-wide rules.

Mr Van Miert said business was generally in favour of the Commission proposals but governments and national competition authorities had resisted because of fears of transferring power to Brussels.

At present, Brussels looks at all mergers involving companies with a combined world turnover of Ecu5bn (\$5.56bn). The Commission originally wanted to a reduce this threshold to Ecu2bn. It also wanted to lower the threshold on combined sales within the EC from Ecu250m to Ecu100m.

If the Commission had won support for lowering the thresholds, the Merger Task Force's workload would have doubled to around 110 cases a year. Mr Van Miert made clear, however, that he did not wish to introduce uncertainty by forcing the issue - a reference to the 17 years it took for member states to agree to EC merger regulations.

The Commission now intends to take further measures to promote greater transparency and efficiency in its rules. It would like to publicise commitments made by parties to remedy clear-cut competition problems after the initial one-month voting period. Subject to business confidentiality, it would like to introduce prior publication to commitments offered by parties in so-called Phase Two cases.

Brussels plans crackdown on industrial piracy

By Lionel Barber in Brussels

THE European Commission yesterday proposed wide-ranging measures to protect industrial designs in order to prevent trade piracy and to expand its market share advantage over GM's Astra

style of delivery was more than usually punctuated by pauses.

He reminded his audience of his interview with the weekly magazine Stern, to be published today, that VW had been subjected to mud-slinging - although he did not repeat what he told the magazine, that it would defend itself accordingly.

Then state prosecutors investigating GM's suspicions of industrial espionage decided to widen their probe from Mr

Spiegel, which had aired suspicions and allegations that Mr López and members of his team systematically plundered GM's confidential data banks and files before joining VW. This attempt at gagging was the result of bad advice, Mr Piëch said yesterday.

Two audits of VW computers had not turned up anything untoward.

But Mr Piëch seemed happier on the former ground of "facts" than in the mud-patch. His demeanour brightened visibly when he turned to his constant companion - a shiny alloy briefcase - to rummage for market data.

He had focused his presentation on an extract from a New

York Times interview with Mr Daniel Jones, professor of motor industry management at University of Cardiff in Wales.

"This is corporate war. GM wants Volkswagen to stay a big, uncompetitive and bureaucratic company. This is a campaign by GM to do exactly that. They are going after López until they get him," according to Mr Jones.

Mr Piëch had found in Mr Jones a valuable and authoritative ally to support his contention that GM's assault is a commercially motivated war designed to damage VW at a time when it is fighting not only for its own survival but that of the whole European motor industry.

GM, VW claims, wants to deprive its Wolfsburg competitor, regardless of the means used, of its prize catch, Mr López, and disrupt the restructuring.

From his briefcase he fished out detailed data on recent increases in incoming orders, to supplement figures in his opening statement showing that VW's top-selling Golf was widening its market share advantage over Opel's Astra

YV second-quarter loss would be considerably less than the DM1.25bn (\$72m) in the first three months of this year, and the group would return to profit in the third quarter. It was implicit that GM had reason to be worried about the rapid revival of its wounded but agile European competitor.

News agency portable telephones clicked and in faraway Frankfurt the market gave Mr Piëch an implied round of applause - a rise of almost DM12 in the VW share price.

investment for European industries in their competition with industries from third countries having lower production costs."

Under the new initiative, member states will be asked to support a new Community Design Office which will offer protection throughout the EC. National design rights will not be abolished, but the goal is that the EC design will gradually supersede them.

The Commission proposed that industrial designs with an "individual character" will be eligible for EC-wide protection from counterfeiters for five years, renewable up to a maximum of 25 years.

Industries such as fashion which produce large numbers of designs with a short shelf life can apply for a weaker form of protection called Unregistered Community Design. This would apply for a maximum of three years, and would

exist once the design was made available to the public.

The Commission took a more controversial decision on the level of protection to be offered to spare parts for cars. Under the Brussels proposal, spare parts would receive only three years' protection from the date a model comes on to the market.

The decision represents a victory for commissioners such as Sir Leon Brittan who argued that greater protection would restrict competition and raise costs to consumers; but it is a setback for large car companies such as Fiat and VW which wanted broader protection for items such as bumpers or bumpers whose design is dictated by the car's overall appearance.

Commission officials hope to introduce legislation within the next two years. The initiative follows extensive consultation.

investment services directive, and third-generation insurance directive was sound, new provisions were needed to strengthen the powers of banking supervisory authorities to monitor the institutions under their remit.

The Commission also proposed:

● A new requirement whereby the financial institutions must maintain their head offices in the same member state as the registered office.

● A widening of the list of bodies with

Bosnia deal on partition edges closer

By Laura Silber in Geneva

PRESIDENT Alija Izetbegovic of Bosnia yesterday appeared to have succumbed to intense international pressure when he began discussing with his Serb and Croat rivals the proposed partition of the republic along ethnic lines.

A Bosnian diplomat yesterday confirmed that the Bosnian delegation was discussing maps, and the possible formation of a confederation.

It was also revealed yesterday that western experts met Bosnian leaders to discuss the establishment of national currencies and financial institutions.

Until yesterday, Mr Izetbegovic has consistently rejected the republic's partition. "He hasn't yet made the leap of faith but he's moved nearer," said a diplomat at the Geneva peace talks.

However, the Bosnian delegation spoke bitterly of betrayal by the international community.

Mr Haris Silajdzic, the foreign minister, said he was "pessimistic" about the prospects for a settlement.

"These negotiations seem to be on the basis of the situation on the ground which was created by brute force and genocide," he added.

Serb leaders, however, seemed increasingly convinced they had achieved their aims. Mr Radovan Karadzic, the Bosnian Serb leader, yesterday warned Moslems of their stark choice in ending the war. "One way would be through talks, the other would be total defeat of one side, and it would be the Moslem side," he said.

The Geneva talks represent the first time the main protagonists in the Bosnian conflict have held face-to-face negotiations for six months, although they held a meeting without dialogue in Athens in May. Yesterday's talks focused on

a decision on the use of Nato airpower to protect UN troops in Bosnia will be made early next week, Mr Boutros Boutros Ghali, the UN secretary general, announced last night, writes Michael Littlejohns, UN correspondent, in New York.

"I hope everything will be ready on Monday or Tuesday," he said. Forward air controllers must first be in place to guide the attack aircraft.

Britain, France and the Netherlands have promised to deploy the controllers and the first of the British contingent was sent yesterday to be "in theatre".

Procedures for invoking the Security Council's resolution on possible air strikes against the Serbs had still not been worked out, Mr Boutros Ghali said. Peacemaking staff yesterday discussed the Islamic Conference Organisation offer of additional troops for the UN force.

maps outlining the future borders of the three ethnic mini-states rather than on a constitutional framework, according to diplomats.

The meeting between the faction leaders took place in a room dominated by a huge map of Bosnia suspended on an easel. Mr Karadzic is said to have offered 26 per cent of Bosnia's territory to the Moslems, the largest ethnic group at 44 per cent of the pre-war population of 4.35m.

Mr Izetbegovic remains opposed to the plan to divide his republic on the grounds that it will lead to annexation of most of Bosnia by neighbouring Serbia and Croatia.

Diplomats said Mr Reginald Bartholomew, the special US envoy, was trying to persuade Mr Izetbegovic to accept a partition, while his Russian counterpart, Mr Vitaly Churkin, was asking the Serbs to make concessions to the Moslems.

Serb police break up farmers' protest

SERB police have broken up a three-day road blockade by farmers demanding higher grain prices in the rump Yugoslavia, a Serbian newspaper said yesterday. Reuter reports from Belgrade.

Tens of thousands of farmers in the northern Vojvodina province had blocked main roads with tractors and combine harvesters in their biggest protest in Serbia since President Slobodan Milosevic came to power in 1987.

The farmers were demanding that the government peg grain prices to the D-Mark to protect them from the country's inflation, currently running at 20 per cent a day.

Belgrade newspaper Borba said they were forced to lift the

blockade "under pressure by the police" late on Tuesday.

But the blockade's organiser, Djordje Garabancic, said: "This has only increased our determination. We have only temporarily suspended the blockade." Among the roads blocked was the highway from Belgrade to Subotica on the Hungarian border, now the main route to western and northern Europe.

There were no reports of violence as police broke up the protest. It was the latest in a series of actions, also involving car, metal and construction workers protesting against declining living standards due to inflation.

Unions have called a general strike for August 5.

France unveils plans to spend 'Balladur bond'

By John Riddings and Alice Rawsthorn in Paris

THE FRENCH government yesterday unveiled plans to use the FF170bn (\$11.77bn) windfall from its successful "Balladur bond" issue to provide funds for business and to invest in regional schools and colleges.

The bond, designed to bridge the gap between current public expenditure and future revenues from the government's privatisation programme, raised about FF110bn, almost three times the original target when the offer closed earlier this month.

Mr Nicolas Sarkozy, the government spokesman, said that the government had decided to use FF135bn, half the surplus, to eliminate a one-month delay in the repayment of value-added tax refunds to companies. This will represent a substantial boost to corporate cashflow without increasing the government's budget deficit, which is forecast to reach about FF317bn this year.

The move is intended to ease companies' short-term financial pressures due to the French recession. Mr Sarkozy said that 97 per cent of French companies owed VAT refunds - about 2.4m compa-

nies - would be repaid in full this year.

According to Mr Sarkozy, a further FF120bn of the bond surplus would be used to fund a jobs and investment package early next year. These funds will be incorporated in the government's 1994 budget plan, due to be completed in September.

As with the FF40bn initially budgeted in the Balladur bond, these funds are expected to be used for public works and construction projects.

In the meantime the government plans to use FF15bn of the surplus to provide subsidised loans to local government for the renovation of schools and colleges.

The education ministry said this initiative was also intended to help create jobs in the construction industry. Security measures will also be improved in French schools.

Local authorities will also receive an additional FF70bn for youth training schemes. The French right was fiercely critical of the Socialist government's youth training programmes, but has expanded the schemes since taking power in the March elections.

The government also said it will raise "return to school" payments to help low-income families.

Israel fears it may have dealt Syria a joker in peace talks

THE RISKS of Israel's devastating aerial and artillery bombardment of southern Lebanon were becoming apparent yesterday as international criticism intensified and the Middle East peace process came under growing threat, while there was as yet no sign the pro-Iranian Hezbollah guerrillas had been neutralised.

There was also a mounting feeling in Israel that after US President Bill Clinton's praise of Syrian "restraint", President Hafez al-Assad's hand at future peace talks had been strengthened at Israel's expense.

Some Israelis fear that as a reward for that "restraint", Syria will persuade the US to increase pressure on Israel to make a commitment to withdraw from the Golan Heights which it seized in 1967.

Julian Ozanne on Syrian 'restraint' and doubts over the success of Israeli objectives

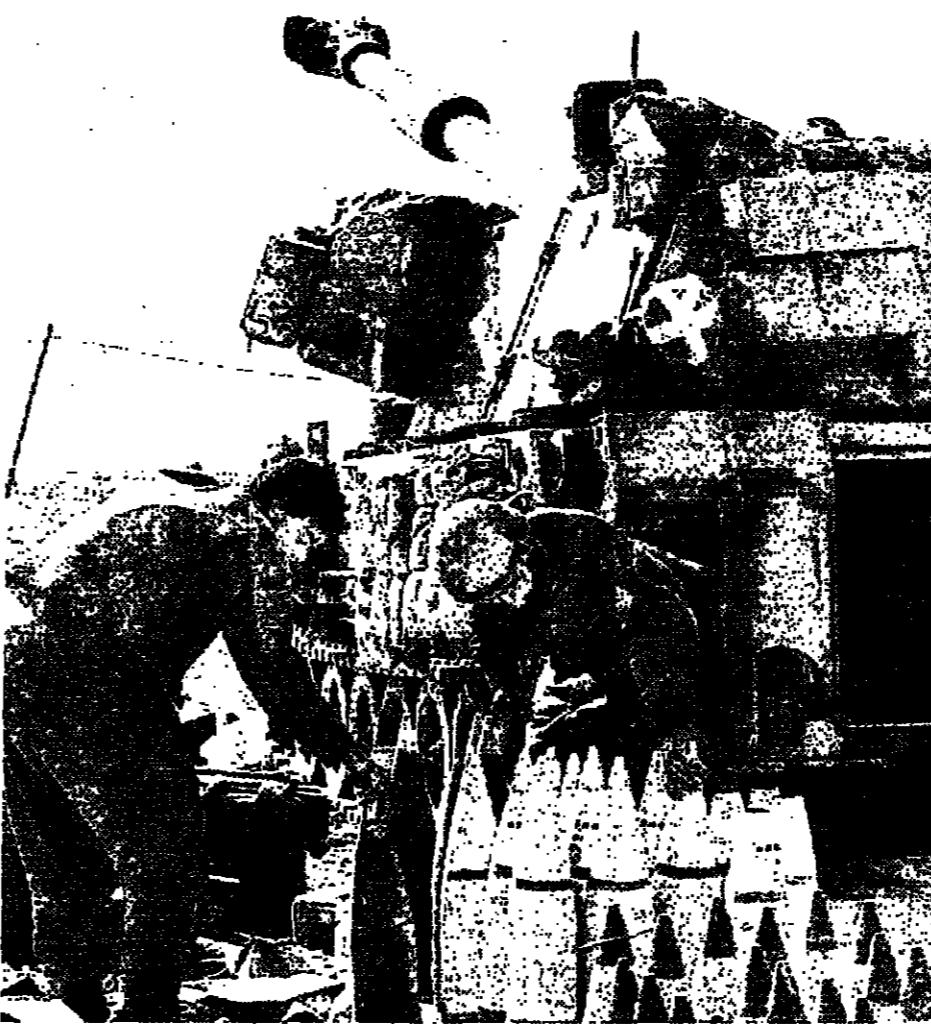
Meanwhile, the shift of the bombardment to the western and central sectors of southern Lebanon yesterday further revealed the overt and covert objectives of the offensive.

The first, confirmed in parliament yesterday by Mr Yitzhak Rabin, the prime minister, is to drive southern Lebanese villagers northwards to put pressure on the governments of Lebanon and Syria to end the Hizbollah problem by denying the guerrillas arms supplies and financial assistance, which comes mainly from Iran.

Hizbollah is the only Lebanese militia that has been allowed to retain heavy weapons, on the basis that it is fighting a war of national liberation by seeking to push Israel out of the south of the country.

The second, undeclared, Israeli objective appears to be to extend the area of Lebanon it controls without having to commit ground troops, a move that would be unpopular with the Israeli public.

As villagers headed out of south Lebanon, military officials said privately that a



Israeli soldiers prepare shells for firing beside a 155mm mobile cannon. Artillery and aircraft have hit over 50 towns and villages north of the south Lebanon security zone in the last four days

ment officials admit that, far from actually pinning Syria as responsible for the offensive in conflict, the Israeli offensive may play into the hands of Damascus.

Mr Shimon Peres, the foreign minister, said Syria wanted to be the one seen as solving the crisis "to gain points with the Americans and to increase US pressure on Israel in the peace talks".

Mr David Levy, a senior Likud MP and former foreign minister, said yesterday: "Syria is now considered the moderate party. We failed here... We shouldn't help turn Syria into the key for a solution to whom we'll have to beg

and to whom we'll have to pay a price."

Inside Israel the offensive remains widely popular, despite the muted opposition from the Meretz party. Mr Rabin's coalition partner, The Blue and White party, has also furthered Mr Rabin's policy of undermining the right-wing Likud, the party which traditionally prides itself on being toughest on Israel's enemies, real or imagined.

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Anger of South Lebanon pours into Beirut

By Mark Nicholson in Nabatiyah, southern Lebanon

THE population of Nabatiyah was roughly 60,000 last Saturday, making it one of the biggest towns in south Lebanon. Yesterday, it was anyone's guess how many people were still living behind the shuttered shop-fronts and closed doors. Some of the few people visible guessed that no more than 10,000 remained.

From the roof-top of Nabatiyah's tallest building, only a handful of people could be spotted either in the streets or peering anxiously from windows.

A few cars raced through the deserted roads, swerving to avoid debris or tree-top branches sliced by incoming shells. Every 15 seconds, after a thump audible from Israeli positions overlooking the town, and the chilling hiss of an incoming shell, another house would disappear behind a piercing crack and a cloud of dark smoke.

On the ground floor of the

same building, a modern shopping and office block, the shutters of only one store remained open - Akil Brothers' children's clothes. Inside, on mattresses strewn among rails of bright children's T-shirts, 25 men, women and children were huddled, terrified to move.

"There's nothing here, no food, no petrol," said Abdul Jalil, a student. "There is only one shop but it has food for maybe one day." Mr Jalil said he and the others were too afraid to travel along the road out of Nabatiyah to safety and, anyway, had neither vehicles nor anyone to stay with in Beirut.

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Rao government survives no confidence motion

By Shiraz Sidhu in New Delhi

THE MINORITY government of Mr P V Narasimha Rao, India's prime minister, yesterday survived a parliamentary motion of no confidence by a narrow margin of 14 votes, after days of intense political horse-trading.

The motion, brought by the Communist Party of India (Marxist) on Monday, was supported by the Hindu right-wing Bharatiya Janata party, the National Front and Left Front parties. It was defeated by 26 votes to 25.

The opposition parties alleged that the Rao government had failed because of its "involvement" in the Bombay financial scandal, its inability to stop last December's destruction of a mosque at Ayodhya and the violence that followed, and failure on the economic front with a liberalisation programme which they said, would leave the country's poor off.

A confident Mr Rao told parliament that he saw no difference from the two previous motions he had defeated in the last 25 months, and that identifying charges against him was "like looking for a few needles



Rao: accused of taking bribes in a haystack

Mr Rao attacked the Communists for deriding his liberalisation programme when it asked for help in industrialising West Bengal, the one state where there was a left-wing government. He said Indian economic reforms had a "human face" which had not allowed thousands to lose their jobs, as they had in other countries.

Mr Manmohan Singh, the finance minister, said that the economic situation had considerably improved in the past two years

NEWS: THE AMERICAS

Clinton in final budget blitz

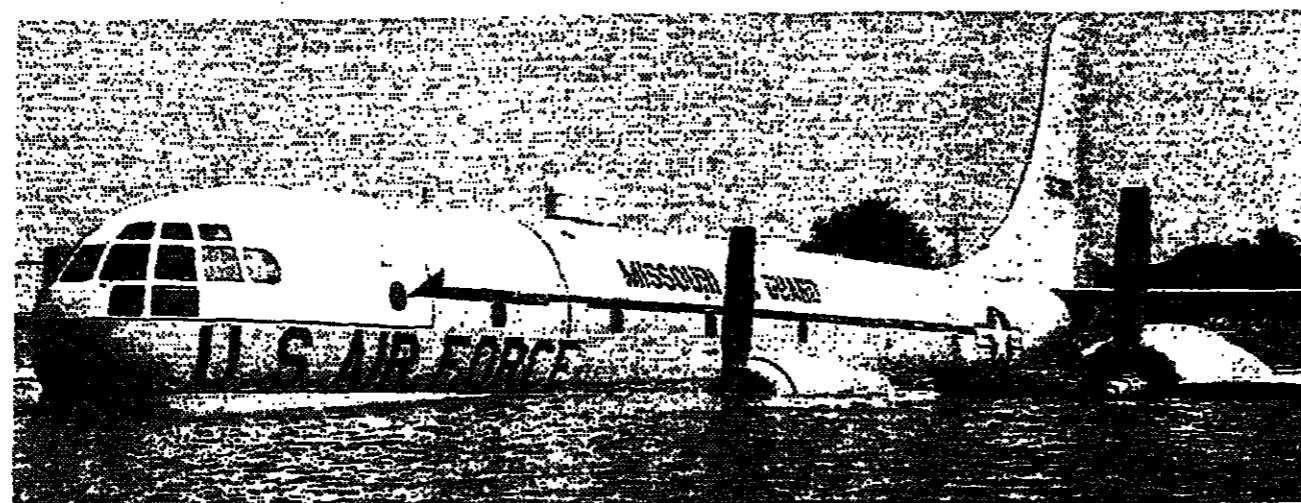
By George Graham
In Washington

PRESIDENT Bill Clinton has begun a last-ditch lobbying effort to win support for his endangered budget package with a blitz of briefings and lunches for businessmen and journalists from key states.

Special White House events have targeted Georgia, home of Senator Sam Nunn, one of the handful of Democrats who deserted the president on the budget's initial passage in the Senate. Also singled out is Texas, home of Congressman Charles Stenholm, leader of a rebellious bloc in the House of Representatives which is fighting the inclusion of an energy tax.

Mr Clinton yesterday paraded 60 top business leaders who have signed up in support of his budget plan. They include Mr Lodwick Cook, head of the Arco oil group, Mr Paul Allaire, chief executive of Xerox, Mr Dwayne Andreas, head of Archer Daniels Midland, Mr Rand Arnsdorf, chairman of ITT, Mr Curtis Barrette, chief executive of Bethlehem Steel, and Mr Deryck Maughan, chief executive of Salomon Brothers.

But for all the White House's efforts to portray the budget as a desperately needed change in direction, Congress has already tinkered with it so much that it has moved back heavily towards the status quo.



An inundated National Guard tanker aircraft at St. Joseph waits for the waters of the Missouri to subside. The outlook for the flooded Midwest is improving, with dry weather and federal disaster money both forecast in the next few days, writes George Graham in Washington. The National Weather Service said there were signs the unusual rainfall pattern was breaking up. Congress is expected to complete a relief bill quickly, after the House of Representatives swept aside complaints of mostly Republican budget conservatives. President Bill Clinton has asked the Senate to increase by \$1.1bn the \$2.86bn approved by the House.

Mr Clinton could never quite steel himself to cut some of the most obviously extravagant programmes, such as the space station or the super-conducting supercollider. But even some of the wholly outdated subsidy programmes, whose elimination took on symbolic importance in his election campaign last year, have come back from the dead.

The single most specific spending cut in his economic programme was the ending of the subsidy for honey produc-

ers, which is expected to cost around \$30m next year. Yet the Senate this week voted only to reduce the subsidy, which is supposed to ensure that the US has enough bees to pollinate valuable crops.

Also, after taking a courageous stand on ending subsidies to preserve strategic supplies of mohair on Monday, the Senate changed its mind on Tuesday and voted to preserve the programme, which costs around \$48m a year.

These small changes add up to more than small change, and have made it much harder for budget negotiators to come up with a deal that still meets Mr Clinton's objective of cutting the federal budget deficit by \$500bn from its projected path over the next five years.

Mr Leon Panetta, the budget director, has left with his hands and insisting that some form of energy tax - the most hotly contested element of the package - is essential in order to achieve \$500bn of deficit reduction.

Efforts are under way to craft some form of executive order that would cap future spending on entitlements such as pension and medical benefits, which could be enough to buy off the opposition of Democratic budget hawks.

Although the sharp rise was heavily dependent on a 42 per cent surge in aircraft orders, a particularly volatile segment of the statistics, cars and electronic components also rose.

Transport sector orders rose by 15.1 per cent, the department said, while orders for electronics and electrical equipment went up by 3.3 per cent.

Nevertheless, administration officials and congressional leaders insist that they will reach agreement on a compromise budget in time for it to be voted through before the summer recess, scheduled for August 6.

Primary metals orders increased more modestly, and orders for industrial machinery and equipment fell by 1 per cent.

Shipments, however, showed a more evenly spread increase of 2.3 per cent from May to June, with transport equipment up 4.8 per cent, primary metals up 3.5 per cent, and electronics and electrical equipment up 3.3 per cent.

ORDERS for durable goods climbed sharply last month in the US, providing some underpinning for more optimistic assessments of the economic recovery.

The Commerce Department said new orders for durable goods rose by 3.8 per cent between May and June, reversing three months of decline.

Although the sharp rise was heavily dependent on a 42 per cent surge in aircraft orders, a particularly volatile segment of the statistics, cars and electronic components also rose.

With government spending severely constrained and consumer confidence still shaky, capital investment has been among the principal motors of the solid US economic recovery.

Mr Stanley Arkin, Mr Mozer's lawyer, argued in January that as far as he was concerned the plea could not bring additional criminal charges against his client on possible violations of antitrust laws.

Federal prosecutors, however, disagreed, and insisted that the plea still left open the possibility of antitrust charges.

On January 11, Judge Robert Patterson decided that the serious nature of the disagreement between the two sides meant that he could not accept Mr Mozer's guilty plea. Yesterday, however, Judge Pierre Laval ruled that the federal prosecutors could not back out of the original agreement.

The new rules are expected to be announced in September. In the meantime the delays are not only allowing anti-privatisation lobbies to muster forces, but are also costing the government money.

The sale of the Cosipa steel mill has just been delayed to August 11 at the earliest. The mill is costing the government \$1 a day in debt interest.

The sale of the PQU petrochemicals company was also postponed this week.

Mozer's plea pact ruled still valid

By Patrick Marverson
In New York

A US JUDGE ruled yesterday that a plea agreement between government prosecutors and Mr Paul Mozer, the former Salomon Brothers trader at the centre of the 1991 Treasury auction scandal, was still valid.

The agreement had been rejected by another judge in January after Mr Mozer's lawyers had clashed with prosecutors over their interpretation of the wording of the document.

Under the terms of the agreement Mr Mozer pleaded guilty to two felony counts of making false statements to US officials about fake bids he had submitted at a February 1991 auction of Treasury notes.

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NBC pays record sum for Olympics

By Barbara Harrison in Atlanta

NBC, the US television network, has agreed to pay a record \$456m for US broadcast rights to the 1996 summer Olympics in Atlanta, despite losing \$100m on the games in Barcelona. It beat bids of about \$450m from ABC, regarded as the front-runner, and \$415m from CBS.

Mr Billy Payne, chief of the Atlanta committee for the Olympic Games, had hoped for more but said he was "doggone happy" with the NBC bid.

The audience is expected to

be the largest in Olympic history. Mr Dick Ebersol, president of NBC Sports, said he expected to make a profit and was confident enough to offer the International Olympic Committee and the Atlanta one a share of revenues if advertising sales exceeded \$615m.

NBC's bid did not include a cable partner. Turner Broadcasting System, based in Atlanta, declined to put up any money for the rights fee.

The European broadcasting rights were sold earlier this year for \$250m to the European Broadcasting Union.

Delays cast doubt on Brazilian sell-offs

By Christina Lamb in Rio de Janeiro

DOUBTS are growing among Brazilian investors over the authenticity of President Itamar Franco's conversion to the privatisation cause in the face of a series of delays, including the postponement of two sales this week.

All of Brazil's four finance ministers during the 10-month-old Franco government have cited acceleration of privatisation as a crucial policy.

Mr Franco, a former opponent of privatisation, moved to back the policy after realising that supporting the state sector was draining \$16.7bn

a year from the Treasury. Yet the reality is that while much of Latin America is speeding ahead with bold programmes, Brazil's plans have been grinding to a halt.

Only two companies have been sold this year and eight sales have been postponed, leaving more than 120 companies in state hands. Mr Franco has transferred the power of final approval over minimum price to the Senate, which is expected to add to the delays.

No important companies have been put on the "for sale" list, despite consensus that selling off some of the big parastatals such as Vale do Rio Doce, the state mining com-

pany, would help to plug the fiscal deficit.

One of the main reasons for the slowdown is division within the Franco team. Some ministers, such as Mr Paulino Cicero, the energy minister, while resigned to privatisation as a whole, object to the sale of specific companies.

Mr Daniel Dantas, director of Banco Itaú, said: "I think Itamar realises he has no alternative to privatisation but wants the process to be too perfect. He wants to do it in such a way that nice buyers come who pay the government a lot of money and make no layoffs."

Five working groups are

Three-month decline reversed Durable goods orders rise sharply in US

By George Graham
In Washington

ORDERS for durable goods climbed sharply last month in the US, providing some underpinning for more optimistic assessments of the economic recovery.

Although figures for earlier months were revised downward, making yesterday's month-on-month increase appear larger, economists noted that durable goods orders were still 6 per cent higher in June than they had been a year earlier, and orders for the first six months of the year were almost 8 per cent higher than in the same period of 1992.

The Commerce Department said new orders for durable goods rose by 3.8 per cent between May and June, reversing three months of decline.

Although the sharp rise was heavily dependent on a 42 per cent surge in aircraft orders, a particularly volatile segment of the statistics, cars and electronic components also rose.

Transport sector orders rose by 15.1 per cent, the department said, while orders for electronics and electrical equipment went up by 3.3 per cent.

Nevertheless, administration officials and congressional leaders insist that they will reach agreement on a compromise budget in time for it to be voted through before the summer recess, scheduled for August 6.

Intracom's Russian gamble pays off

By Karin Hope in Athens

IN THE two years since Intracom, the Greek telecoms and information systems manufacturer, set up automated "lotto" games in Russia, its blue and yellow kiosks have sprung up in more than 130 Russian cities.

Olympic Lottery, a \$15m (£10m) joint venture with the Russian Olympic Committee, was the first in a series of deals with state-controlled lottery and sports organisations through which Intracom aims to position itself as a telecoms supplier to eastern Europe.

Next month the Romanian state lottery system will launch a lottery game designed and installed by Intracom, and by the end of the year similar games should be operating in Bulgaria, Ukraine and Moldova. Kazakhstan will follow in 1994.

Mr Constantinos Antonopoulos, Intracom's lottery subsidiary, said: "We have to take a flexible approach to this market because we can't compete with the international telecoms companies on large government contracts. But we have other projects [from rural telephone networks to information systems for banks] where negotiations are well advanced. In the meantime, we're traders as well."

Intracom, in which Ericsson of Sweden holds a minority stake, sets its initial investment in eastern Europe and the former Soviet Union at \$70m. The joint ventures should start to show a profit within two years.

Intracom spends part of its revenue income on consumer goods - from cosmetics to disposable razors - which are sold at the kiosks where lottery players buy their coupons.

The joint venture has also become a distributor for Reynolds' old US cigarette brands through its 3,000 outlets. Intracom based the "Lotto Million" game on games developed for the Greek and Cypriot state lottery and football pool systems. With a first prize of £68,140m the weekly draw shown on television, is one of Russia's top programmes.

US trade watchdog displays its mettle over steel

By dismissing 'unfair' complaints the ITC has sent a clear signal that it is not a puppet of Washington political lobbies, writes Nancy Dunne

IF SPIRITS were low in Pittsburgh, Pennsylvania - the heartland of "Big Steel" in the US - after the International Trade Commission this week threw out 40 of 72 "unfair" trade complaints on steel, the reaction in Pittsburgh, California, was profound relief.

"I'm thrilled that the ITC voted for free trade and American jobs," said Mr Bill Baker, the California district's congressman, who had warned that a tariff on hot-rolled steel from Korea would have "killed" the state-of-the-art USS-POSCO steel finishing plant there, built as a joint venture between US Steel and the South Korean group Pohang Steel.

The ITC decision to overturn so many provisional dumping and countervailing duties came as a shock to many. It sent important signals to US steelmakers that they cannot expect protection as they struggle to compete with new technologies and depressed international demand. Tumbling share prices were an eloquent measure of public reaction.

It also sent important signals to foreign governments that the ITC is

not a puppet of Washington's political lobbies. At a time when the fairness of the US anti-dumping regime is being questioned, it showed the law can and does work more objectively than many like to believe.

Mr Baker's joy at the negative injury finding on the Korean product was shared by many US steel users who feared the duties would damage their international competitiveness.

The country's integrated steelmakers took a dimmer view. Of the 7.8m tonnes of flat-rolled steel covered by the steel industry's original complaints - which were upheld by the Commerce Department in January this year, triggering the imposition of provisional duties - just 3.4m tonnes will now be subject to duties ranging up to 109 per cent.

"It's hard to judge the results as you would a ball game," said Mr Jon Jenson, spokesman for the Coalition of American Businesses for Stable

Steel Supplies, which represents steel users.

The losing users would either have to pay high tariffs on their imports and find themselves uncompetitive internationally or find a domestic source of less satisfactory domestic supplies, Mr Jenson said.

The 12 US steelmakers who filed their allegations of dumping and unfair subsidies last year, after the collapse of international negotiations aimed at a Multilateral Steel Agreement, were pleased yesterday. They have poured millions of dollars into legal fees on the cases and are now considering spending millions more.

They might appeal against the ITC decision to the Court of International Trade, or bring new cases in the coming months, a spokesman said.

But it was more than steel imports that were on trial on Tuesday when

the ITC commissioners each cast 72 votes, product by product, on whether dumped or subsidised imports were injuring the domestic industry. It was the commission itself on trial before a world trading community which misunderstood the complexities of the US "unfair trade" regime - generally suspecting its findings may be politically "fixed" by the administration.

One by one the commissioners described sitting through mountains of evidence - 25,000 pages of questionnaire responses, and 61 volumes of briefs - and the factors they had to assess in reaching their final full term.

The commissioners cannot discuss their votes among themselves, and hear each other's votes for the first time when the public does.

The ITC decision is difficult to understand," the Japan Iron and Steel Federation said. The industry has focused on exporting high-quality products to the US and has maintained prices at levels generally higher than those set by US mills. It has also attempted to keep export volumes at levels appropriate to meet US demand.

The industry officials said the decision could affect the relationship between US and Japanese steel companies, which have invested heavily in American steel mills, entered into joint ventures and provided technology in an effort to shift to higher value added exports.

The ITC's ruling risked damaging the international competitiveness of US steel users as well as prospects for

new Multilateral Steel Agreement. Talks on an MSA are set to resume in Geneva in autumn.

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● Economic optimism aids auction ● Bundesbank cut may ease UK policy

Government gilts sale raises £3.25bn

By Peter John

THE British government successfully raised £3.25bn at its latest gilts auction yesterday as conviction that interest rates need to fall further and inflation will remain low attracted strong demand.

The amount raised, through offering 7 per cent stock maturing in 2001, matched the record sum achieved only four weeks ago and took the government half way through its borrowing programme only four months into the financial year.

The cover - the ratio of bids to offers - at the Bank of England's auction was 2.29, confounding the pessimists who had expected a cover

between only one and two times.

More significantly, bidding was so tight that there was no difference between the average accepted price of 97.06, giving a yield of 7.46 per cent, and the lowest accepted bid price.

Market analysts had been worried beforehand about whether there would be sufficient demand because of the seemingly strange choice of maturity.

Stock expiring in eight years does not have a natural investor target as UK banks and building societies prefer gilts expiring in three years, while overseas buyers favour 10-year maturities which fit well with their own 10-year benchmark bonds.

UK pension funds favour very long-dated maturities

such as the 2017 stock to match their liabilities.

The CBI quarterly regional survey, published on Tuesday, called for a further cut in base rates to kick-start an economy which is still bumping along the bottom.

The appeal by the employers' organisation received further impetus from the recent turmoil within the European exchange rate mechanism, which has prompted growing conviction that continental rates have to fall further if the ERM is to survive and are bound to be cut if the ERM crumbles.

News that the Bundesbank eased its repurchase agreement rate, paving way for probable

cut in its official discount rate today, also helped the auction.

Whatever happens it will be easier for Mr Kenneth Clarke, chancellor of the exchequer, to ease UK monetary policy. Also, the CBI reported that there were still more jobs to go in the manufacturing industry and a rise in unemployment removes the inflationary pressure of higher wages and benefits longer dated gilts along the bottom.

The last £3.25bn auction, a month ago, was covered only 1.1 times, after the market's appetite was dulled by a strong rise in gilt prices and several small traps.

Capital Markets, Page 16

Independent publishers to meet as sales slump

By Raymond Snoddy

THE BOARD of Newspaper Publishing, publisher of The Independent and the Independent on Sunday, meets today amid a growing sense of crisis over falling sales and financial uncertainty.

Mr Andreas Whittam Smith, the founder of The Independent, will offer his resignation as chief executive to concentrate on developing the papers and his role as editor.

There is also likely to be a debate over a controversial business plan which will be submitted to the meeting.

The plan suggests raising a great deal less money than was widely expected - £1.5m for the daily paper and £1.5m for the Sunday.

This will have to pay for the introduction of colour printing, the launching of new sections and promotion of the titles. There are fears that the sum may be inadequate to meet the intensified competition expected in the autumn from The Times and from a re-launched Observer, now owned by The Guardian.

The two main shareholders of Newspaper Publishing, El País of Spain and La Repubblica of Italy, who own 18 per cent each, have made it clear they are prepared to invest substantial sums and take their stakes up to 25 per cent each through a rights issue. They are likely to be unhappy about what is being planned.

The £3m proposed in the new business plan could be largely raised through borrowings and cost cutting, thus leaving the present shareholding structure intact. This would leave control still in the hands of Mr Whittam Smith.

Although sales of general broadsheet newspapers have been falling over the past few months the Newspaper Publishing titles have been particularly badly hit and their circulations have dropped month after month.

Between March and June the circulation of The Independent fell from 354,778 to 333,823. In April 1992 the circulation stood at 389,532.

The Independent on Sunday, which in October 1992 had a circulation of 425,803, had dropped to 387,511 in March and 376,859 by June.

A number of senior staff believe urgent action is needed to avoid a growing crisis and question whether £3m is enough to turn round the newspaper.

Police chief says planned reforms could be diluted

By Alan Pike,
Social Affairs Correspondent

SIGNS of government compromise over controversial police reforms emerged yesterday when Mr Paul Condon, the Metropolitan Police commissioner, said he was "confident" some of the recommendations of the Sheehy report would not be implemented.

Mr Condon, Britain's most senior police officer, said he expected consultations over the next two months to produce a package of changes on pay and conditions which would be in the public interest and fair to police officers.

The comments of the commissioner, who has frequent contact with Mr Michael Howard, home secretary, reflect a growing feeling among police chiefs that the government will be prepared to dilute or abandon some of the more far-reaching aspects of the Sheehy report.

The report, drawn up by Sir Patrick Sheehy, chairman of BAT Industries, recommends fixed-term contracts, performance-related pay, the abolition of three ranks and changes to starting rates, overtime and pension arrangements.

Mr Condon, speaking at the publication of the Metropolitan Police annual report, said the police service had to be mod-

ernised, and he believed it was already at the forefront of change in the public sector. Much of the analysis by Sir Patrick and his committee was good. But the report's recommendations for constables and sergeants were flawed and not in the public interest.

He identified recommendations for short-term contracts, a £2,000 a year reduction in starting salaries and pension changes as proposals that would undermine rank-and-file officers.

The police service, Mr Condon said, faced an unsettling time and he did not want it to spend the next two years worrying about pay and conditions. "The sooner we can get settled down with a sensible package the better."

Mr Howard, who is holding talks on the Sheehy proposals until September, is almost certain to press ahead with fixed-term contracts for senior officers. But chief constables argue that the committee's proposal to put all ranks on 10-year contracts, subsequently renewed every five years, could discourage high-quality recruits from joining the police force.

Many senior officers are reconciled to the introduction of performance-related pay, but regard the Sheehy report's proposed approach as too mechanistic.

Graduates told - Brussels needs you

By Alison Smith

DO YOU know who wrote the Maigret novels? Which rock star died of AIDS in 1991? How many people live in the European Community?

If you answered correctly, you are a graduate and a British national under 35, the UK government needs you to work at the European Commission.

The government is launching a campaign to export administrators to Brussels. In an unlikely alliance, both Britain and the Commission have agreed there should be a greater UK representation among the Eurocrats.

At present, the UK holds about 11 per cent of administrative jobs at the Commission, some three or four per cent

less than Britain should have, on the basis of its population.

The initiative is aimed at familiarising British candidates with the selection procedure, and emphasising the attractions of working for the Commission - such as the starting salary of £21,000.

Officials insist the tortured debate over Maastricht has, if anything, drummed up interest in Europe, and emphasise there is no test to weed out Euro-sceptics.

Two thousand British candidates applied last year, but the UK now has just 16 candidates in the EC-wide pool of 250 waiting for a specific posting. France has almost one-fifth of the successful candidates, but it is Italy, with 64, which is poised to dominate.

Officials insist the UK holds about 11 per cent of administrative jobs at the Commission, some three or four per cent

German recycling crisis prompts concern in UK

Bronwen Maddox on the future for waste projects

THE spectre over the government's new packaging recycling moves, announced this week, is a similar German scheme launched two years ago.

Mr John Elkington, director of SustainAbility, an independent environmental consultancy, says: "A few years ago I would have welcomed this move wholeheartedly. In the wake of the [German] experience I am concerned that the simple setting of ambitious targets is only a small part of what needs to be done."

The crisis in the German waste recycling scheme, the Duales System Deutschland (DSD), came to a head last month when it tottered on the edge of bankruptcy before being propped up at the last minute by industry funds.

Even so, a mountain of waste - particularly plastics - is still threatening to overwhelm German towns. The country's recycling capacity has not kept pace with people's taste for fill-

ing the scheme's yellow sacks with carefully sorted rubbish, while demand for recycled material has been much less than expected.

The effects are spilling over into other countries. Mr Cameron McIatchie, chairman of British Polythene Industries, one of Europe's leading makers of polythene film, says this year the price of imported black film to cover silages had dropped "through the floor" to around £50 per tonne - about half the cost to him of collecting it from farms for recycling.

Ms Jane Bickerstaffe, technical director of the Industry Council for Packaging and the Environment (INCIPEN), adds: "Several recycling firms have gone out of business in this country in the past six months because German waste is offered here." Without those "repercussions" from Germany, the packaging industry "could certainly achieve 50 per cent recycling by the year 2000".

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Paul Condon yesterday: parts of reform plan are 'flawed'

Britain in brief



Tory party braced for election loss

Britain's ruling Conservative party is bracing itself for a parliamentary by-election defeat today in the coastal town of Christchurch, where supporters are expected to demand the government in favour of the centrist Liberal Democrats following weeks of political turmoil dominated by the row over the Maastricht Treaty.

Party workers, however, claimed that a significant proportion of voters canvassed were still wavering, and the size of the expected anti-Tory swing remained uncertain.

Sir Norman Fowler, chairman of the Conservative Party, insisted that the recent signs of economic recovery should persuade voters to remain loyal.

Unwilling to predict a landslide victory, Mrs Diana Madoc, the Liberal Democrat candidate, said: "I believe that it is not as good as everyone says. When people get into the ballot boxes they do not always do what people were telling you - I have seen it slip away before."

Wave of US investors 'likely'

A large US bank is expected to lead a fresh wave of US inward investment projects in the UK which together could create more than 2,000 jobs, according to Mr David Hunt, secretary of state for employment.

Mr Hunt, who is touring the US looking at training schemes and talking to companies about UK investment, said Britain's "opt-out" from the Maastricht Treaty was contributing to "record" investment from US companies.

Mogg has described as the "most important constitutional case for 300 years", is expected to go to the Court of Appeal. The government has undertaken not to proceed with ratification until the court case has finished.

Joint venture for UK lottery

Carlton Communications and Associated Newspapers, publishers of the Daily Mail and the Mail on Sunday, are about to join the Granada-led consortium planning to bid for the licence to operate the UK's new National Lottery.

An announcement that the consortium, The Great British Lottery Company, has been strengthened by the addition of two of the UK's leading communications groups is expected today.

Countryside 'lost to sprawl'

One-fifth of England's countryside will have been lost to urban sprawl by 2050 if development continues at the rate of the past 10 years, the Council for the Protection of Rural England said.

Mr Tony Burton, senior planner at the CPRE, said 15 per cent of England is currently covered by towns and cities. He called for stricter planning laws to protect the countryside as an aesthetic and economic resource.

Atherton named test captain

Mike Atherton, the 25-year-old Lancashire batsman, has been named captain of England's national cricket side to take over from Graham Gooch, who resigned on Monday after the crushing defeat by Australia in the fourth Test at Headingley.



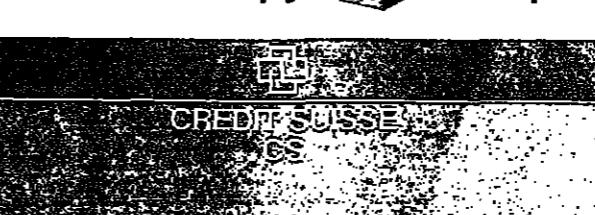
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Statue in the Forbidden City, Beijing

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MANAGEMENT: MARKETING AND ADVERTISING

When Volkswagen introduced the Rabbit (known as the Golf in the UK) to the US market it used a simple commercial. It showed two rabbits looking straight at the camera. A voice-over stated: "In 1956 there were only two VWs in America." The ad lasted 10 seconds, but it made its case with economy and wit.

There are good reasons for using humour in advertising. Both have compression forced on them: humour for effect, and commercials because air time costs money.

Humour also helps commercial persuasion through its capacity to engage. Humour can soften the sales blow, relaxing viewers and making them more attentive. A good example was the recent "Creature Comforts" campaign in which an animated panda, cat, tortoise and parrot took turns to vaunt the merits of electricity. The soundtrack amounted to little more than a straight product endorsement – something barely worthy of attention. But coming from comic Plasticine figures, the audience lapped it up.

Such commercials show the value of using humour, not least as a defence against the devastating remote control which allows "trigger-happy" viewers to wipe out thousands of pounds of advertising at the flick of a switch.

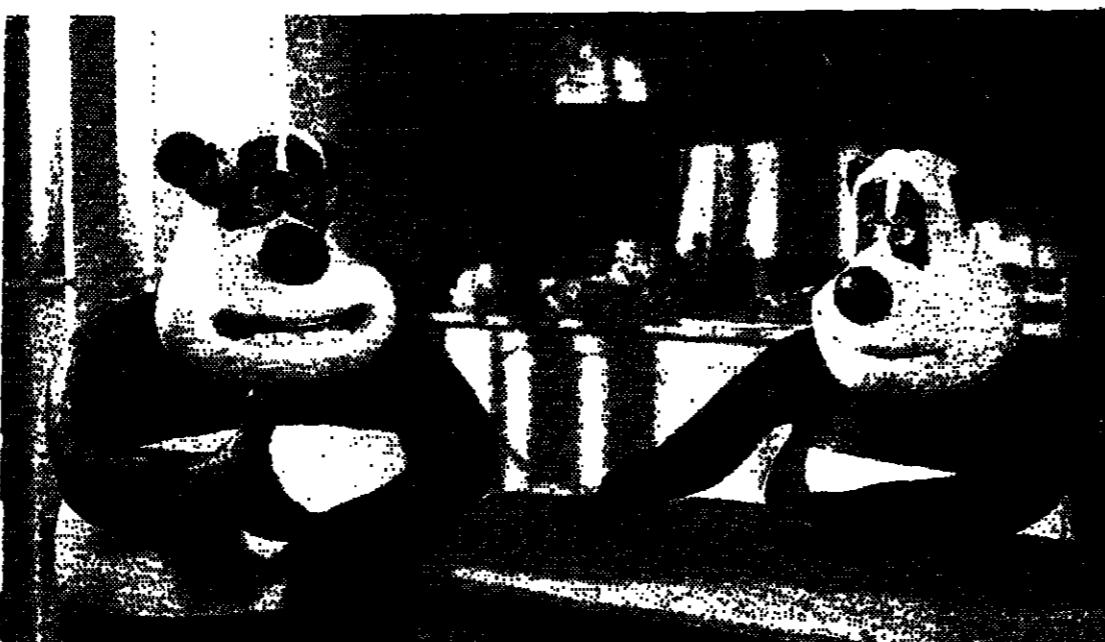
The problem is that advertisers seem to have carried the joke too far. The evidence abounds. It starts with the over-representation of comic celebrities as brand mascots – from Robbie Coltrane (*Persil* washing up liquid) to Dudley Moore (*Tesco*) – not to mention the virtual colonisation by comedians of the financial services sector.

The rationale behind this is that comedians are memorable and consumer-friendly. But their comic persona can overshadow the brand and any empathy felt towards them is no guarantee of action.

It may be that British agencies are looking too hard for a joke on which to hang their selling proposition. One manifestation is the increasing number of spoof ads. For instance, the current Carling Black Label offering ("Spider in the dunny") looks very much like a Castlemeat XXXX commercial.

This could be a measure of the confidence advertisers have in the capacity of viewers to distinguish between joke-kitch and the real thing. But such ads have a *fin de siècle* feel to them. Though entertaining, they are self-indulgent. One-upmanship has edged out any strong product message. They imply that new creativity is impossible, that there can only be exhausting and recycling of the old.

Advances in technology have also served as excuses for dragging humour into commercials. For



Pandering to the viewer: Plasticine animals have helped endorse the merits of electricity

When the jokes start to wear thin

Humour can benefit a campaign, but must not make the product seem superfluous, writes Jean-Louis Barsoux

example, a recent series of Tenant's Pilsner spots relied for their comic impact on a mixture of actions running forwards and backwards, including people jumping out of the sea. The impression it left, was one of a technician looking for a script.

Another culprit was the much-praised, but now defunct, Holsten campaign. As former JWT chairman, Jeremy Bullmore, pointed out: "You could take Holsten out and we still got a quite agreeable technique of interfacing a modern comedian with old movie footage – which is admirable and difficult and clever – but more or less any product could have replaced it."

Or again, take the Mercury Communications ads starring Harry Enfield in something resembling an Ealing comedy. The suitability of a black-and-white pastiche for what is such a forward-looking IT company has to be questioned. Another instance of the joke getting the better of the product message? The humour in such commercials does not emerge from the product but is arbitrarily applied to it. It therefore fails to

reveal anything of interest, importance or value about the product.

Such ads may not bore, but neither are they likely to set the cash tills ringing.

In replacing the hard sell with a more entertaining approach often the product or service appears superfluous.

As Bullmore sees it: "Humour shouldn't be bolt-on, it should be integral. And once you've said that, you can get rid of about three-quarters of humorous advertising."

Winston Fletcher, chairman of Bozell Europe, the advertising agency, reiterates the point: "Humour should support an idea, not be a substitute for one. It should make you think differently about what's being offered."

A good example is the current Direct Line motor insurance campaign, which sets the product in the role of hero. In it, a little red telephone comes hurling to the rescue of people who need insurance. The phone not only symbolises the persona of the company, but encourages telephone inquiries. The campaign has been so successful that Direct Line has almost abandoned press advertising altogether.

The golden rule for comedy in commercials is that the humour should arise from the selling point. Unless the humour is woven into the product message, the danger is the jokes will merely serve as a distraction. It should be impossible to remember the "joke" without remembering the attendant message.

Opting for a humorous style of advertising is fine provided it is not done at the expense of the selling principles on which advertising is founded. Advertising can be light-hearted but it must not stop there. The ad has to make the viewer think differently about a product or service. Advertising must always be means to an end.

Therefore, the basic question for companies to ask themselves when presented a humorous rough cut is: "Would the ad still have shape if the product were removed?" Before accepting the humorous gloss agencies are wont to foist on them, companies must think carefully – otherwise they may find that the joke is on them.

Jean-Louis Barsoux is the author of *Funny Business*, to be published by Cassell in August.

Pulling together on the high seas

In the run-up to Cowes Keith Wheatley says corporate yachting has chartered a new course

Black clouds were building to the west and a squall filled Creighton's giant spinnaker to bursting point. The soft maxi-yacht thundered up the Solent in need of a sail change. The mixed crew of Tonche Ross staff and clients were about to get stuck in.

When the spinnaker was released thousands of square feet of billowing nylon came down in a rush. Willing arms flailed and strained to gather it aboard before it became the Solent's most brightly coloured fishing net.

"I've never been to any client event where people are so relaxed so quickly," comments George Owen, marketing director for the French software arm of Tonche Ross. "You're wearing casual clothes, winding winches together. There isn't any time for formality."

Until the past three or four years, corporate use of yachts almost certainly meant champagne, lobster and a "jolly" for the board and its valued customers. The recession killed that. In some respects it looked as if the recreational boating market might also be in a terminal condition. Every south coast marina had more boats laid-up in the car park than afloat to their moorings.

Yet what has emerged is a strong and growing market of company-related competitive sailing, both for corporate entertainment and in-house training purposes.

Companies that are used to the costs of Wimbledon or Ascot find it increasingly appealing and effective to be able to put 20 people aboard a boat such as Creighton's, for less than £2,000.

The result is clients invited on such outings are more likely to be handed a set of oysters than the customary umbrella and pen.

"We expected our UK fleet usage to be leisure-based, as the boats are in the Mediterranean," says Vanessa Lowe, marketing manager for Sunsail. "In fact, we have a huge demand to charter them as a fleet for corporate racing and training." From a marina base at Port Solent near



Portsmouth, Sunsail runs a large operation that involves handling the 35ft Beneteau club/racers as if they were hire cars.

Probably the most common pattern is for an industry or sector to set up a challenge and then the yachts are rented by individual companies who put their team aboard. Brewers, accountants and the advertising industry follow this method.

Sunsail organises all the courses and race starts and finishes – even to the extent of warning competitors firmly that the protest committee is away on a golfing holiday. The Industry Sailing Challenge, sponsored by T&N, the UK engineering company, has seen 212 companies and 3,000 competitors in its seven-year history.

This year's finalists included Richard Ellis, Ford, S.G. Warburg and Tonche Ross.

"For most sailors once around the Isle of Wight is more than enough. Twice around, which means sailing through the night, is very testing," says Clive Jacobs, the former broadcaster, whose company Ocean Racing Agency owns and manages the event.

"We never get blasé about seeing it happen. I spend half my week in an office and people just don't understand that easily, although these kinds of physical challenge show that they want to."

leadership, problem solving and decision-making under stress, and – above all – the development of team working."

"We wanted to be involved in something like this because it's sporting, not conspicuous consumption by a few senior people," says Owen. "The fact that most of us don't know anything about sailing is a plus. Learning how to learn together is very important."

Trainers point out that one of the advantages of yachting is that little can be achieved by individuals, the tasks are too large and too heavy, and that the group is in a self-contained universe with no outside distractions and a simple common goal.

"The team-work side of sailing on a boat this big and complex takes them by surprise," says Tony Allen, a solicitor and one of the co-owners of Creighton's.

"They arrive as strangers and within an hour or so they're touching hands on winches and shoulder to shoulder on halyards. That kind of thing doesn't happen in daily office life."

"We never get blasé about seeing it happen. I spend half my week in an office and people just don't understand that easily, although these kinds of physical challenge show that they want to."

PEOPLE

Board shuffle at Evered Bardon

James Murray, board member and managing director of the UK division of Evered Bardon, the aggregates group, has resigned after a management reshuffle in which three managing directors previously reporting to him now report directly to group chief executive Peter Tom.

"This is part of the tidying up process after the merger of Evered and Bardon in 1991," says finance director William McGrath. "We are not that big or complicated a company that we need that extra layer."

Hence George Plant at Trafalgar Road, John Hume at John Fyffe and Donald McKerracher at Tractor Shovels will report to Tom.

Murray, who is 52, came from the Evered side – while Tom was chairman and chief executive of Bardon. Murray had run Tractor Shovels, and then joined John Fyffe when the latter was acquired by Evered. After the merger, he took on responsibility for Bardon Roadstone, the core business of Bardon.

"He is leaving amicably," says McGrath, who adds that Murray was on a three-year contract but is "getting his contractual entitlements, not having been paid with as many pence as he should have been paid with on his behalf."

Please note that the original press signed off on 27th August, 1993, and that the original press release was dated 27th August, 1993.

■ David Cohen, group finance director of Aleton, plans to leave the group at the end of September to take up an appointment with Ferot Systems Europe.

Aleton has a new management team largely in place, but a successor to Cohen has yet to be named.

Non-executive directors



Sir Eric Parker, the former chief executive of Trafalgar House, is renewing his long-standing ties with the construction industry by taking on the chairmanship of Graham Consulting, a privately-owned firm of consulting engineers.

Sir Eric, 60, who left Trafalgar House last month following a boardroom reshuffle, has spent most of his working life in the construction industry.

He joined Trafalgar House in 1965 and, along with founder Sir Nigel Broas, transformed the company from a stock market minnow into a major conglomerate with £2bn of sales.

By contrast Graham Consulting, set up by Frank Graham in 1967, is a relatively small operation even by the standards of the consulting engineering business. It employs 650 staff and in the year to end March made operating profits of £718,000 on revenues of £22m.

However, the company has carved out a niche for itself as the leading consulting engineers specialising in maintain-

ing Britain's motorways. Traditionally, the job has been done by local government highway departments but starting in 1986 the Department of Transport started to privatise the business and Graham Consulting now oversees the maintenance of several large highway and London.

Sir Eric becomes non-executive chairman on September 1 and replaces the late Sir Roy Watts.

■ Sir George Russell as chairman at MARLEY having stepped down as executive chairman following his appointment as chairman of St. Ives.

■ Eric Nicol, group chief executive of United Biscuits, at THORN EMI.

■ Donald Marr as chairman at DUNDEE AND LONDON INVESTMENT TRUST on the retirement of Donald Grant.

■ Peter Ryan, a former director of Thomas Tilling, at ROXSPUR.

■ Joseph Barnes has retired from J SAINSBURY.

■ Roger Smith (below), former chairman of Trimoco, former deputy chairman of Tricentrol, and past president of the Retail Motor Industry Federation, at EUROPEAN MOTOR HOLDINGS.

■ Kuniaki Fujimoto, director and general manager of SANWA BANK's international department in Tokyo, is appointed general manager of the London branch in succession to Kaeo Miromachi who returns to Tokyo.

■ Andrew Lamb, formerly senior manager of the financial markets and institutions division at the Bank of England, has been appointed director of market services at the LONDON CLEARING HOUSE.

■ Larry Donash, formerly director of development of US equities in Boston, has been appointed research director UK and Europe for FIDELITY INVESTMENTS.

Finance moves

In the latest of many management changes at fund managers HENDERSON ADMINISTRATION, John Hughes, the board member responsible for administration, has resigned. A spokesman on behalf of the company said that his job had changed, and been enlarged, since the recent acquisition of Tonche Ross.

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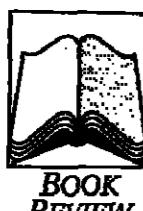
LEGAL NOTICES

IN THE MATTER OF The Eagle Wings Limited v/s Saint Michel Restaurant AND

IN THE MATTER OF THE INSOLVENCY ACT 1986

NOTICE IS HEREBY GIVEN pursuant to Rule 41(2A) of the Insolvency Rules 1986 that on 22nd July 1993, 1. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 2. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 3. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 4. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 5. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 6. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 7. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 8. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 9. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 10. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 11. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 12. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 13. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 14. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 15. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 16. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 17. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 18. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 19. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 20. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 21. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 22. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 23. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 24. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 25. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 26. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 27. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 28. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 29. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 30. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 31. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France, 32. The Eagle Wings Limited, 100, Avenue de la Grande Armée, 75008 Paris, France, 33. Saint Michel Restaurant, Saint Michel Restaurant, 100, Avenue de la Grande Armée, 75008 Paris, France,

A forced and loveless marriage in Pretoria



It is sometimes hard for outsiders to reconcile the contradictory visions of South Africa which assail them in TV images and in newspaper headlines. There is the South Africa of the negotiating chamber, where the two main black and white parties are still co-operating to produce a new, democratic constitution ahead of the country's first multi-racial elections next April. Then there is the other South Africa: a country of horrific violence and mounting social dislocation, of economic decline, political collapse and threats of civil war.

To which country does the future belong? According to Heribert Adam and Kogila Moodley, a husband and wife team of sociologists, probably not altogether to either. In this book, they offer a more carefully nuanced portrait in which apartheid oppression is replaced not by true democracy but by a multi-racial, but still authoritarian, oligarchy of the centre, challenged by similarly multiracial extremes of the left and right.

For the foreseeable future, they argue, South Africa will be ruled by a self-selecting élite – black as well as white – in the name above all of law, order and economic development. The leadership of the African National Congress, in other words, will be happily co-opted into the existing structures of white power, dissenters crushed, and legitimacy sought through popular referendums if it cannot be secured through elections.

Adam and Moodley, though now resident in Canada, have an impressive record as commentators on, and anticipators of, South Africa's political evolution. Adam's 1971 book, *Modernising Racial Domination*, accurately foresaw the changes in the ruling National party during the 1970s; in 1986 they predicted a historic accommodation between the Nats and the ANC.

Their latest oeuvre, like its predecessors, is not an easy read. It is irritably full of sociology-speak (what, for example, is "the abdicating rel-

OPENING OF THE APARTHEID MIND
By Heribert Adam and Kogila Moodley
University of California Press, \$25

ativism of the postmodernists") and its argument is poorly organised to a point which may deter the uninformed reader.

But it could well prove every bit as prescient. Indeed, in many respects the process is outlined is already well advanced: this is essentially what the ANC and the government mean when they talk these days of "power-sharing". Adam and Moodley describe their political alliance – the driving force of the multi-party talks – as a forced and loveless marriage. Just as neither could defeat the other in the 1980s, neither can rule without the other in the 1990s.

That the people who matter on both sides recognise this fact is in itself remarkable. As the book shows in a lucid account of the road from confrontation to negotiation, it testifies to the Afrikaners' well-grounded instinct for self-preservation.

It was this instinct which prompted them to seek talks when international events (settlement of regional conflicts with the end of the cold war) and domestic pressures (the mounting costs of apartheid) were for the first time combining to make compromise seem both feasible and acceptable.

"Few ruling groups in history have ever wriggled themselves out of a deadly predicament more elegantly," the authors observe.

The wriggling is far from over yet, of course. The two sides, for all their procedural progress, have not been able to agree how to define power-sharing. Before elections will be conceivable, the ANC and the National party will have to reach a more precise understanding – preferably together with Chief Buthelezi's Inkatha Freedom party – on the powers of regional government. And even if the outstanding constitutional issues are resolved in time, it is open to doubt whether elections can happen while anarchy and violence still stalk the townships.

The authors' scepticism about the prospects for democracy goes deeper than that. They wonder how, having secured a stake in power, ANC leaders will exercise it. They worry that high black expectations for change will rapidly clash with economic reality and that the elite will sink into corruption. A persistently sluggish economy would worsen political tensions and exacerbate social ills; the result could be a multi-racial class war between urbanised employed "insiders" and the dispossessed of the hostels and squatter camps. Such conflict, rather than tribal strife, say the authors, is the element in the current fighting between the ANC and Inkatha.

As the country drifts further into ungovernability, restoring order will become the government's – any government's – top imperative: "If a new suppression of white and black violent extremism were perceived as essential, a multi-racial emergency coalition could crush opposition even more effectively than the old racial minority regime. After all, the ANC has fortified its dissidents and spies almost as gruesomely as the apartheid police."

Nevertheless, *Opening of the Apartheid Mind* suggests that none of the gloomy parallels most often sketched is quite accurate. South Africa is unlikely to suffer the mass exodus of white civil servants that afflicted Zimbabwe, for example, and in any case has a much more vibrant private business sector. Even under apartheid, it was a more integrated society than the former Yugoslavia; the hatreds between the majority of blacks and whites do not bear comparison with those between Serbs, Croats and Bosnian Moslems. On the contrary, the authors identify among South Africans of all colours a promising sense of common purpose that transcends the discredited group identities imposed by apartheid. In that lies perhaps the strongest reason to hope that South Africa is not doomed to become another African disaster story.

Gwynn Davies, one of the members of the chancellor's forecasting panel hitherto most worried about the balance of payments, now admits that the export figures are better than he had expected. He says a trade deficit will not be a problem while GDP growth remains strong and inflation is subdued. For, with high-growth, low-inflation economy, the returns on inward investment in the UK remain high.

The rise in manufacturing productivity in 1993 looks like being at least as high as in the best year of the 1980s. Earnings increases in manufacturing, on the other hand, have fallen to 5 per cent per annum – 3 per cent for the whole economy – a rate which would previously have been unbelievable. As a result, unit labour costs in manufacturing are now actually falling by over 3 per cent per annum, something not

seen since the present series began. Yet this has been achieved without anything like a hard squeeze on profit margins as in the early 1980s.

There is now both a less inflationary culture and a more flexible labour market, which may explain why unemployment started to fall much earlier than expected, in contrast to the Continent.

The foundations for this success were laid by two highly unpopular policies. First there were Nigel Lawson's interest rate increases in the last 17 months of his chancellorship, which took base rates up to 15 per cent and led a howling media-mob to his country residence. Second there was the Major-Lamont insistence on sticking to ERM membership for two years to September 1992 which led to yet more media hostility.

The cumulative effect of both policies was more severe than intended. But they made possible the remarkably successful onslaught on inflation and the present highly competitive cost position, a platform for future growth. As regards supporting these policies in these col-

umns: *je ne regrette rien*.

The obvious danger to continued success is the European currency turmoil on Britain's doorstep. It is in no one's interest that the remainder of the ERM should break up. The UK was able to get away with a successful devaluation, partly because it was so obviously unplanned and unintended, and partly because the market consensus was that sterling was overvalued. Even so, all it

needed was a little more inflation.

Germany's interest, German monetary policy will undoubtedly be relaxed much more under the pressure of recession. The question is whether the Bundesbank moves fast enough to meet current needs.

In the longer run, the removal of obstacles to employing workers, in the shape of hiring, firing and overhead costs – and to the movement of goods across the former Iron Curtain – will be more important for European growth. But decades of perverse policy, which the Christian Democrat parties have been too "politically correct" to oppose, cannot be reversed in a few weeks. And in any case a single market will require some basis of currency stability, whatever happens to the ERM in the immediate future.

Meanwhile, the task is to put the British economy in the best possible shape to weather any European storms and to exploit the European recovery which will one day come.

If there is one economic number that a large proportion of the British public knows, it is the £50bn the government expects to borrow this financial year.

That is a danger signal.

Faced with a massive ster-

ling appreciation, UK interest rates would have to be cut; and the number of Conservative MPs who believe in ignoring the exchange rate would melt like Alpine snow in spring.

A very low interest rate, introduced for external reasons, might have to be offset by a fiscal tightening. But taxes should not be deliberately raised because of a hypo-

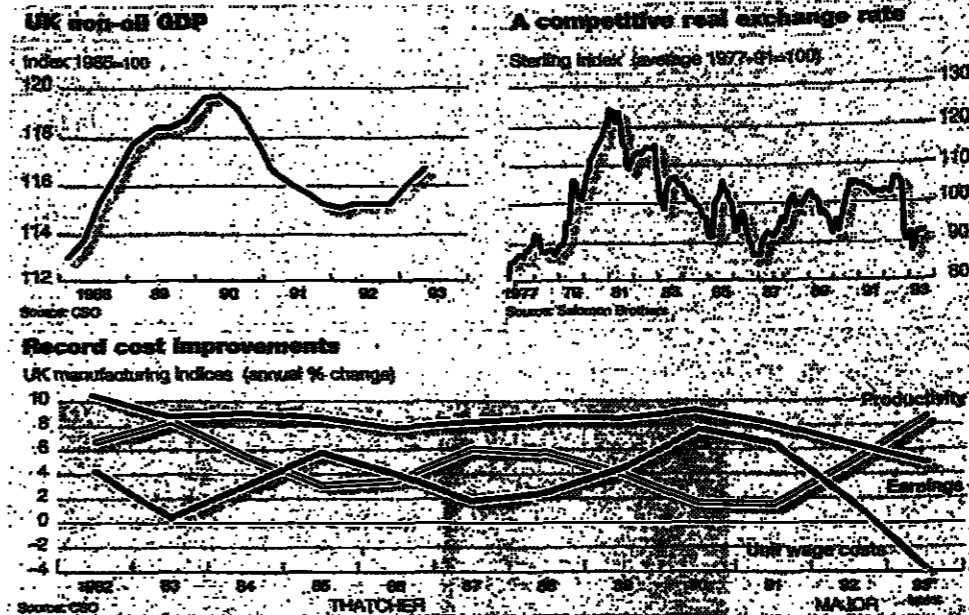
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stances. The best approach to fiscal policy is still the long-term one, focusing on the control of public spending.

ECONOMIC VIEWPOINT

Don't take risks on UK's good luck

By Samuel Brittan



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stances. The best approach to fiscal policy is still the long-term one, focusing on the control of public spending.

Andrew Gowers

PRIVATISATION IN GREECE

INVITATION TO SUBMIT BINDING OFFERS

NOTICE OF PUBLIC AUCTION

Alpha Finance A.E., having its registered office in 5, Merlin Str., Athens, Greece, legally represented, within the Greek Government's plan of privatisation and acting as Special Liquidator pursuant to the Decision No. 2696/93 of the Athens Court of Appeals,

PROCLAIMS

Public Auction by sealed Binding Offers, that will take place according to the proceedings of Article 46a of L. 1892/90 as amended by Article 14 of L. 2000/91 providing for the sale of the Total Assets of the company described below.

DESCRIPTION OF COMPANY

MINING TRADING AND MANUFACTURING S.A. (the "Company") is a society anonyme established in Athens in 1964 and is engaged in magnesite ore mining, distribution of raw magnesite, and in the manufacture and distribution of caustic calcined magnesite and dead burned magnesite. The Company owns a factory and installations as well as two mines, all located in the Mantoudi area of Evia, 150 km north of Athens. The installations include among other things, pre-beneficiation and beneficiation facilities, two kilns for the production of caustic calcined magnesite and related machinery.

TERMS OF THE AUCTION

1. The Public Auction as well as the whole procedure of sale of the Total Assets of the above-mentioned company will take place pursuant to Article 46a of L. 1892/90 as amended by Article 14 of L. 2000/91, the terms of this proclamation and the terms contained in the "Form of Bid". The submission of a Binding Offer constitutes an absolute acceptance of all these terms.

2. Investors interested in the purchase of the Total Assets of the company are asked to receive the Form of Bid from the Liquidator and to submit written Binding Offers in a sealed, non-transparent envelope on Thursday, 26 August 1993 and by 18:00 p.m., at the offices of the Athens Notary Public, Mrs. Agapi Katsiki - Petroloulo, 5 - 7 Christou Lada Str., Tel. +30-1-32.25.833 or 32.51.556.

Interested investors must submit a Binding Offer for the Total Assets of the Company. The submission of Binding Offers should be done personally or by a duly authorised representative. Binding Offers submitted prior to the above deadlines will not be accepted.

3. The Binding Offers should refer to the Total Assets of the Company as defined and described in the Form of Bid with the following notations:

a. All real estate, buildings, machinery, vehicles, concessions, mining rights, inventory, means of transportation and equipment in general will be sold on an "as-is-where-is" basis on the date of the Public Auction without any obligation of the Liquidator, the creditors and the Company to improve or transport them.

b. The Total Assets to be sold do not include cash, cash equivalents and marketable securities in hand. Also not included are receivables collected by the date of the Public Auction. Finally, receivables transferred to third parties or pledged in favour of third parties are not included.

c. Inventories shall be as of the day of the Public Auction.

4. Each interested investor shall, before the submission of his Binding Offer, at his own risk and expense, verify the condition of the Total Assets to be sold. Each Binding Offer should refer to the results of such verification. The Liquidator and the creditors are not liable for any discrepancies between the Total Assets as set forth in the Form of Bid and any such verification by the investors.

5. Binding Offers for the purchase of the Total Assets of the Company must be accompanied by a Letter of Guarantee in the amount of fifty million drachmas (50,000,000).

The Letter of Guarantee must be issued by a credit worthy bank legally operating in Greece, pursuant to the form contained in the Form of Bid and must be contained in the same envelope as the Binding Offer. The Letter of Guarantee must be valid until the written acceptance of a Binding Offer but in any event no later than 31.12.93. After the adjudication, the Letter of Guarantee will be returned to all participants except for the winning bidder. In the event of breach of any term of the Public Auction or the Binding Offer by any winning bidder, the Letter of Guarantee will be used as penalty in favour of the Liquidator. The winning bidder waives his right to ask the reduction or the amendment of this penalty. It is implied that in the event that the Public Auction is repeated, all Letters of Guarantee will be returned. Binding Offers not accompanied by a Letter of Guarantee will not be accepted.

6. The Binding Offers should not be contingent to any terms and/or provisions nor should there be any ambiguity concerning the amount and the manner of payment of the offered amount as a result of these terms and/or provisions. The Liquidator and the creditors of the Company reserve the right to dismiss any offer which contains such terms and/or provisions even if it offers a higher amount compared to other offers. As an example, any term which requires the repair, improvement and transportation of the fixed assets or demands guarantees concerning the collection of receivables or the outcome of any outstanding litigation in connection with legal demands of the Company will not be accepted and shall result in the dismissal of the offer.

7. The Binding Offers will be opened before the above-mentioned Notary Public, at her office on Friday, 27th August 1993 at 16:00. Apart from the Liquidator and the representative of the Industrial Reconstruction Organisation (or "IRO") and any other creditors of the company, all persons having submitted a Binding Offer are entitled to be present during the opening of the Binding Offers.

8. Pursuant to L. 2000/91, the bidder whose Binding Offer will be judged by the Liquidator and approved by at least 51% of the creditors of the Company, as the most profitable in their absolute discretion will be proclaimed as the winning bidder.

9. The Liquidator with the consent of 51% of the creditors of the Company will request in writing the winning bidder to appear, and the winning bidder is obliged to appear, at the above-mentioned Notary Public, at the time and on the date set forth in the request, to sign the "Assets Transfer Agreement" pursuant to the terms of the Binding Offer and any other terms requested by the creditors of the Company and accepted by the winning bidder. The above-mentioned agreement constitutes adjudication of the purchase of the Total Assets.

10. All costs in connection with the participation in the Public Auction will be borne exclusively by the interested investors who are not entitled to any indemnification in the event their Binding Offer is not accepted. Furthermore, costs associated with the transfer of the Total Assets (taxes, stamp duties, advisors' and notaries' fees, etc) shall be borne exclusively by the winning bidder.

11. The Liquidator and the creditors of the Company are not liable to the participants in the Public Auction with respect to the appraisal of the Binding Offers, the selection of the winning bidder and generally any decision relating to the procedure to be followed. The participants in the Public Auction do not acquire any right or claim from the present proclamation and their participation in the auction against the Liquidator and the creditors of the Company.

12. The present proclamation has been executed in both the Greek and the English language. In case of disagreement between the two texts, the Greek text prevails.

For additional information and in order to obtain the Form of Bid interested investors should contact the Special Liquidator, Alpha Finance A.E., 5 Merlin Str., Athens 106 71, GREECE. Tel. +30-1-36.46.186/36.46.190, Fax +30-1-36.04.040.

From Mr Ian King

Sir,

Like many others, I am

concerned about the issues

addressed by Charles Batchelor

in his article on BS 5750 ("A

victim of its own success",

July 21). However, I believe

much of the criticism of BS

5750 centres around the

costs and management of

the certification process,

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700
Thursday July 29 1993

Talk of the Bundesbank

THE BUNDES BANK remains determined to tease Europe's currency speculators. By cutting the repo rate by 20 basis point yesterday, the bank sent a strong signal that a discount rate cut is imminent. It then announced that no press conference is planned after today's council meeting. The absence of a press conference need not imply that the bank does not intend to deliver the interest rate cut which both Germany and Europe need. But the bank should not be too clever; whatever it does will need careful explanation.

Yesterday's repo rate cut comes at the end of a fortnight or more in which the parties in the exchange rate mechanism have been severely tested. It also came the day after German headline inflation rose to 4.3 per cent, twice its 1993 target, and a week after broad money growth rose to 7.1 per cent, outside the bank's target range of 4.5-6.5 per cent. If the Bundesbank fails to cut the discount rate, it will inevitably be accused of trying to sabotage the ERM. If it does cut today, then, judged by its own lights, the Bundesbank can also be accused of putting European politics above German price stability.

The Bundesbank can avoid both charges. First, the bank should reaffirm that maintaining medium-term price stability in Germany remains its prime objective and will not be compromised by efforts to preserve current ERM parities. Second, it must show that a rate cut - of 1/4 of a point or more - is consistent with this medium-term objective. The explanation might run like this.

The current rate of broad money growth and consumer price inflation will not determine the medium-term inflation rate, although they will set the price level at which inflation can be stabilised. Monetary growth is currently above target because of public borrowing to finance the government's budget deficit. Consumer price inflation is temporarily high, in large part, because of the government's efforts to close this deficit by raising indirect taxes and other charges.

The Bundesbank has tried, with much success, to offset this public demand for credit by squeezing private sector credit demand in west Germany. Real interest rates remain painfully high, private industry has suffered a severe recession and producer prices are falling. But there is a limit to the amount of damage that it is prudent to inflict to keep the overall price level down.

What matters is that the bank prevent this short-term rise in inflation from feeding into medium-term inflationary expectations. The evidence suggests that inflationary expectations are currently depressed. Pay settlements in the 1993 west German pay round averaged between 3 and 4 per cent. Long-term interest rates have fallen by over 2 percentage points since their 1990 peak and, at 6.5 per cent, are both below their long-run average and probably consistent with the bank's medium-term inflation target.

The Bundesbank should, of course, raise short-term interest rates immediately if long-term interest rates start to rise, wage inflation accelerates or the government's fiscal targets are missed. But, for the moment, Germany's inverted yield curve suggests a further cut in interest rates is prudent. Such a rate cut may prove enough to save the French franc's parity. But whether it does so is, ultimately, a matter for Paris, not Frankfurt.

Local government

THERE IS a common fallacy in politics that doing whatever the public says it wants will be popular. The reverse is often the case: seeking to please everybody can produce policies satisfying nobody. The Local Government Commission is discovering this in reviewing local government structures in England outside the large conurbations.

The commission has so far produced five reports recommending changes to the commission's remit. Mr John Gummer, the environment secretary, should ruminate on a MORI poll in Derbyshire as part of the review. Only 3 per cent of those questioned said sense of community should be an important factor in shaping local government. Much more important were a structure responsive to the wishes of local people, and the cost and quality of service.

This reinforces the need for a more coherent approach to the commission's work. England needs a system of local government that is capable of strategic action, can deliver local services responsively and is locally accountable. A two-tier model is the best way to achieve this, with larger strategic county councils and smaller districts to provide services. Yet this is the model the commission is largely scrapping. In reviewing its remit, Mr Gummer should abandon the opinion poll and reinstate reason as the driving force behind local government organisation.

Unsurprisingly, the loudest objections come from the councils to be abolished under the recommendations. But business leaders have also been scathing about creating small unitary authorities.

Lesson for Israel

THE HISTORY of the past 15 years suggests that Israel's latest onslaught against southern Lebanon will again fail to achieve its main objective. In 1978 and 1982 Israel tried, at immense cost both to itself and to the people of Lebanon, to rid that fractured country of hostile guerrilla forces. The extent of those failures can be measured by the intensity of this week's renewed offensive.

This time Israel wishes to achieve a huge movement of population from the south. Latest estimates indicate that some 200,000 people have been driven from their homes. The villages and towns they have evacuated are being subjected to heavy shelling with the aim of making them uninhabitable. Mr Yitzhak Rabin, Israel's prime minister, believes that the mass of refugees will create pressure on the governments of Lebanon and Syria to curb the guerrilla activities of Hezbollah, the radical Shia faction, and its Palestinian allies.

Mr Rabin is as misguided about this as he was in December when he ordered 415 Palestinians to be deported from the occupied West Bank and Gaza. That action, and this week's more extreme military assault, not only threaten the faltering Middle East peace process but also play into the hands of those most opposed to it.

More damaging still, the punishment being inflicted on the civilians of Lebanon invites compari-

Yesterday's triple alliance between Glaxo, Warner-Lambert and Wellcome is striking evidence of an industry under pressure. Around the world, governments have declared war on the cost of prescription drugs. Companies have responded by ransacking their cupboards for medicines that can be sold direct to the consumer without prescription. The link-up in over-the-counter (OTC) drugs between three of the world's big drug groups, while the most ambitious to date, is unlikely to be the last.

The most obvious effect of the industry's shift in strategy is to transfer power from the scientist to the marketing man. In terms of prescription drugs, Warner-Lambert is much the weakest of the three companies. But it is a giant in US consumer markets. Its advertising budget is the 11th largest in the US, supporting products such as Listerine mouth wash and Benylin cough syrup. It also has a 600-strong US sales force, and OTC sales around the world of \$1.2bn. Wellcome has OTC sales of \$400m and sells mostly through brokers. Glaxo has no OTC products and no sales force. It is therefore Warner-Lambert which dominates the joint venture.

This is despite the fact that, by common consent of the parties, the chief attraction of the deal lies in forthcoming OTC products from Glaxo and Wellcome. Glaxo's Zantac, an ulcer treatment, is the biggest-selling prescription drug in the world. Zovirax, Wellcome's anti-viral treatment, is the eighth biggest. The aim is to sell Zantac as an indigestion pill, and Zovirax as a cream for cold sores or - in the US - as a pill for genital herpes.

Mr John Robb, Wellcome's chief executive, explained the logic yesterday. "The difference between the economics of prescription drugs and OTC medicines is that in prescription drugs, your big costs come before you reach the market. With an OTC product it's the other way round. The marketing cost in year one can be as big as your revenues, and it can take seven or eight years to get your pay-off."

Therefore, said Mr Robb, the trick is to build up consumer awareness of the drug in its last years on prescription. That way, it has a flying start when it is converted to OTC. Wellcome claims to have done this with its cough medicines Actifed and Sudafed, and to be doing it now with Zovirax. Indeed, all but one of the top 15 OTC medicines launched in the US since 1975 have been for-

But it needs the marketing muscle of a Warner-Lambert to hustle them along. "With their operation behind us," Mr Robb said, "we're likely to get a much faster lift-off and better penetration with Zovirax than we would do through a handful of brokers. And Warner-Lambert can buy advertising much more

Muscle behind a counter offensive

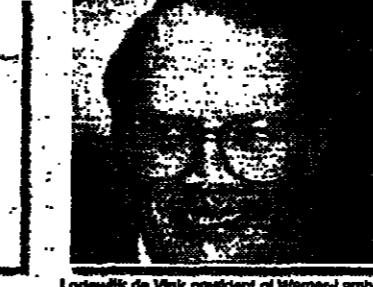
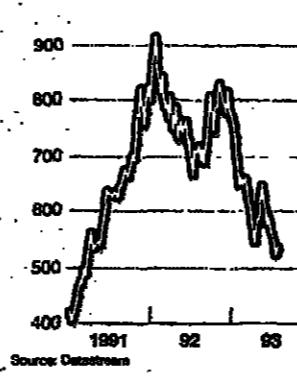
Tony Jackson examines the logic behind a link-up of three of the world's biggest drug companies

Glaxo, Warner-Lambert and Wellcome: transatlantic alliance



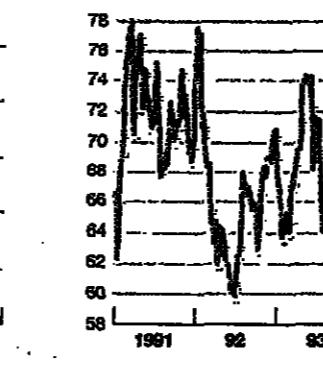
Sir Paul Gloriant chairman of Glaxo

Glaxo Share price (pence)



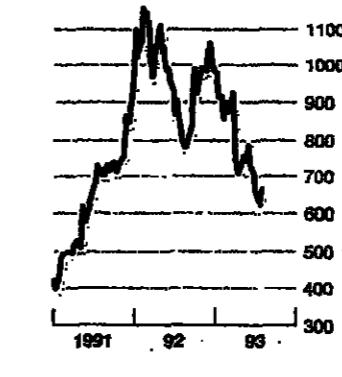
Leonard de Vries president of Warner-Lambert

Warner-Lambert Share price (\$)



John Robb chief executive of Wellcome

Wellcome Share price (pence)



OTC products, behind Johnson & Johnson and American Home Products, it ties in with the strategy of extending the range of products sold through Warner-Lambert's existing network, as enunciated by Mr Goodees soon after he became chairman two years ago.

On the other hand, Zantac and Zovirax are unlikely to be on sale in US before 1995 at the earliest. According to Warner-Lambert yesterday, a submission will be made to the US Food and Drug Administration in August to sell OTC versions of both products, with approval expected in 1994 or 1995.

It might also be asked how profitably they will be. Despite Zantac's huge success as the world's biggest prescription drug, when it comes to the OTC market it will be entering a crowded field. SmithKline Beecham's Tagamet, an older ulcer drug with an almost identical action, has already been cleared for OTC sale in the UK and has been submitted for clearance in the US. A third drug with a similar action, Pepcid, has been submitted for OTC approval in the US by Merck, the biggest prescription drug company in the world.

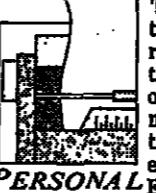
According to Mr Robb of Wellcome, US margins on OTC medicines are good by consumer product standards, though not by comparison with prescription drugs. "They shouldn't drop below 15 per cent before tax," he said yesterday. "It would also be unusual if they went above 20 per cent. That's very respectable. And who knows where prescription drug margins are going to go? I suspect they'll be more under attack than the OTC side."

However, past OTC margins need not be a guide to the future. It is worth recalling that as recently as the late 1980s, drug companies thought the answer to government pressure on prices was to merge their prescription businesses, as SmithKline did with Beecham and Bristol-Myers did with Squibb. Now, the trend is to get together with consumer groups. Thus, the pharmaceuticals group Syntex has already formed a marketing alliance with the consumer products giant Procter & Gamble, and Merck has an OTC agreement with Johnson & Johnson.

The danger may therefore be that too many companies are heading the same way at once. Collectively, the drug industry has enormous resources and huge piles of spare cash. Now that their traditional prescription business is under threat, the industry giants have the capacity to unleash consumer marketing wars on an unerring scale. In staying clear of the hurly-burly, Glaxo is being typically contrarian. Just conceivably, though, it may have a point.

Additional reporting by Richard Waters and Paul Abrahams

Why the EMS deserves an early burial



The current turmoil in the currency markets and the broader crisis of rising unemployment in Europe is the most striking evidence yet that European monetary policies and exchange rate arrangements are profoundly counterproductive.

By far the most important factor responsible for this debacle is the Bundesbank's policy of high interest rates, combined with certain features of the European Monetary System which have forced other member countries to follow suit.

In our view, the essential issue is

employment has risen to record levels. Governments have done little but seek a variety of excuses for the loss of jobs. It looks as if the 1990s are being re-enacted. Then, it was felt to be imperative to hang on to gold at any price: today the feeling is to hang on to the D-Mark.

It is not useful to spend too much time allocating blame - on a Bundesbank that fights inflation of "only" 4 per cent, on EMS member countries such as France, which opts for a hard currency at the price of an entirely unwarranted recession, or on a country like Spain, which believes that being in the ERM means being a member of the ERM.

In our view, the essential issue is for the EMS countries to shift priorities, putting unemployment at the top of the list and recognising that much labour can be reabsorbed through inflationary policies, beginning with a sharp cut in interest rates.

Of course, countries would have to accept the depressing implications that such a move would have

on their exchange rate with the D-Mark, without committing their reserves in an attempt to support the current parity. This means they must be prepared to see their exchange rates fall below their lower limits, and hence face ejection from the ERM.

Ideally it might be hoped that

By Olivier Blanchard, Rüdiger Dornbusch, Stanley Fischer, Franco Modigliani, Paul A Samuelson and Robert Solow

France would take the initiative by slashing interest rates and letting the franc float. Other European countries, including Belgium and Spain, would follow. At this point two possible scenarios are conceivable: the first is that, faced with the prospect of a sharp loss in competitiveness, Germany would limit the

damage by cutting interest rates. Within just a few weeks the long-awaited cut in European interest rates would have materialised.

Second, the Bundesbank would refuse to cut rates beyond a token amount, and then Germany would be left alone in the ERM (thereby floating too). This would mean the end of the EMS as presently constituted. But this should not be a cause for regret.

To be sure, there was a time when the ERM, with fixed parities and Bundesbank leadership, performed a very useful function. But in their quest for moderate inflation, countries adopted an unwavering D-Mark peg, which is now becoming a problem.

There is no reason to equate yielding on existing ERM parities with sacrificing the entire anti-inflationary effort of the 1980s. France has no inflation problem - unlike Germany. France can, therefore, afford to do without the recession which the Bundesbank feels it must impose on Germany. Spain has a phenomenal unemployment prob

lem which should be the immediate focus of attention, not a currency peg that is killing growth and prosperity.

Some might bemoan the ensuing incapacitation of the EMS as a rude shock to the dream of European unity. But such a concern is unwarranted.

First, the central element of the European Community is the set of common market institutions, and these should and would remain in place even if the EMS were temporarily impaired. Second, plans for European monetary union are already in tatters. Thus, leaving the present system would only acknowledge a truth that many in Europe refuse to face. Forsaking the present arrangements is the only way to move quickly towards a new European monetary system in which a crisis such as the current one cannot be repeated.

The authors are professors of economics at the Massachusetts Institute of Technology, Cambridge, Massachusetts, US

OBSERVER



because the misery measure is calculated from the fear of redundancy index printed in this paper together with the economic optimism index published in The Times.

The combined result represents the average numbers of people polled expecting further recession and either potentially or actually out of a job.

What it shows is that the national heart is steadily sinking, now up to 33 per cent last month from April's 27 per cent, with all ages and classes as well as both sexes becoming equally steeped in gloom.

Indeed, the only exceptions to the uniformly unhappy pattern are the Scots.

They're gloomier still.

Offences. But those paragons of pedantry, public officials, turn up their noses at the rate of 49 per cent.

Cayzer-speak

I The plabs rarely attend AGMs of Caledonian Investments, the publicly quoted arm of Lord Cayzer's family fortune. But yesterday's affair was even more rarefied than usual. What on earth was John Kemp-Welch, joint senior partner of Cazenove, going on about when he lapsed into Latin during the customary vote of thanks?

Cayzer family retainers note that the last time it happened was in 1987 when Kemp-Welch uttered a dictum which translated roughly as "the past has been magnificent" but let us hope that the best is yet to come.

But what inspired his latest outburst, ending with the immortal words "nihil adiuvat non vidit" - was the Wykehamist broker reflecting the wisdom of Pliny.

More like Ronald Reagan, Kemp-Welch admits.

Bridling

IA horse walks into a western saloon, tapping its hoof impatiently when the bartender just goes on joking with other customers.

Eventually he comes over. "Why the long face?" he says.

Gloom boom

■ Next to a hole in the head, there's surely nothing the Brits need like the latest sociological yardstick produced by Mori opinion polls - a monthly Misery Index.

Locatelli's brief is not only to introduce greater objectivity in news and limit the politicking but also to tackle the organisation's disastrous finances and overblown staff. This could mean cutting the number of state channels to two, and preparing for a more general

offences. But those paragons of pedantry, public officials, turn up their noses at the rate of 49 per cent.

There are also differences by occupation. For example, only 30 per cent of farmers, no doubt distracted by earlier smells, make complaints about such olfactory

Lesson for Israel

sons with what is happening in Bosnia. The forcible movement of entire populations, in defiance of international appeals, is not only morally indefensible but must also increase suspicions among Moslems that the West is at best indifferent, at worst hostile to them.

This is a propaganda gift to radical Islamic movements and governments,

INSIDE

Tandem reduces workforce by 15%

Tandem Computers plans to make redundant about 15 per cent of its workforce as it restructuring. The company took a \$451m third-quarter charge and reported an operating loss. Meanwhile, Digital Equipment reported increased earnings for its fourth quarter. Page 13

Kodak develops confidence

Eastman Kodak, in the throes of restructuring, reported a 3 per cent increase in second quarter net income and struck a cautiously optimistic note for the rest of the year. Page 13

Du Pont disappoints

The US chemicals group, Du Pont, yesterday posted second quarter net income of \$516m, with declining underlying earnings from all main businesses except petroleum. Page 14

Fed attacks G30 report

In New York, in the first official reaction to the G30 report on derivatives, vice chairman Mr David Mullins said proper supervision of the industry would need stronger regulation than now existed. The Tokyo Stock Exchange has drafted new restrictions for the futures market in a bid to end criticism of the negative effects of futures and options trading. Page 16

BT warns despite 3% rise

British Telecom reported a pre-tax profit of 275m in the quarter to June 30, a 3 per cent increase but sounded a warning note on the regulatory and competitive pressures it faces. Page 18

ICI looks ahead

Imperial Chemical Industries, flagship of British manufacturing, today outlines future strategy and announces its first results without Zeneca, its recently floated bioscience operation, which is finding independent life hard going. Page 20

US farmers get the bird



Pakistan bull run ends

Pakistani equities fell yesterday, ending the bullish favour which began with the appointment on July 18 of a new interim government. Back Page

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Chief price changes yesterday

FRANKFURT (DM)		Tattinger	1875	+	75
Shares	187	+ 8			
Volkswagen	250.7	+	11.7		
Passat	240	+	21		
Colonia Kanz P	75	+	10		
Flugzeug	200.5	-	7.5		
Schneiders Luf	340	-	7		
Wag	425	-	11.5		
NEW YORK (\$)					
Shares					
American Kodak	526	+	19		
Ford	274	+	14		
General Motors	354	+	5%		
Merck	415	-	2%		
PANIC (Pf)	303	+	74		
Excalibur	354.9	+	7.9		
New York prices at 12.30 pm.					

LONDON (Pence)		Woolworths	995	+	31
Shares	110	+	5		
Acorn Computer	240	+	14		
Acorn Computing	218	+	21		
Books (SC)	75	+	10		
City of London P	107	+	10		
Coastal	107	+	10		
First Nat Fin	76	+	6		
GEC Inv	62	+	5		
Goode Durrant	83	+	7		
Landis Holdings	30	+	3%		
London Stock	945	+	35		
Swissair	105	+	8		
Union Discount	169	+	9		

Merck pays \$6bn for drugs distributor

By Richard Waters in New York

MERCK & CO, the world's biggest pharmaceuticals company, yesterday announced the \$6bn acquisition of Medco Containment Services, one of the US's largest distributors of drugs.

The acquisition, the first example of vertical integration between a large-scale manufacturer and distributor in the US, will give Merck greater control over its sales just as pressure of healthcare costs has squeezed drugs companies' margins.

Medco, based in Montvale, New Jersey, is a fast-growing mail-order company. It supplies the needs of many of the largest US corporations - including General Motors and General Electric - with drugs under their company healthcare plans.

Mr Martin Wygod, chairman and founder, estimated that the company would account for 12 per cent of total drug sales in the US this year.

Explaining the acquisition, Merck current system of pharmaceutical care is

largely unco-ordinated and unmanaged", resulting in over-prescription and waste. The takeover was "consistent with the goals of the Clinton administration" to reduce US healthcare costs.

US companies have turned to intermediaries like Medco to help bring down their healthcare costs. As a bulk buyer of drugs, Medco can negotiate large discounts.

Medco also reviews the drugs that doctors have prescribed to patients covered by its schemes and, where suitable, recommends cheaper products that achieve the same results.

In an attempt to protect Medco's extensive customer base, the two companies said that Medco would continue to produce drugs produced by other manufacturers. Medco will retain its name and operational independence, while Mr Wygod will join the Merck board. He has agreed to take Merck shares in return for his own substantial holding.

Medco shareholders are being offered \$39 in cash or 1.214 Merck shares for

each Medco share they own. Allocations will be adjusted so that, in total, 60 per cent of the transaction is paid for with Merck paper and the rest in cash. The cash element of the deal may be reduced to as little as 20 per cent to ensure the transaction is accorded tax-free status.

Merck said it would pay for the acquisition by issuing paper and by borrowing through the commercial paper and medium-term note markets. Its shares lost \$1.1 on the news to trade at \$31. While Medco shares jumped 5% to \$35.

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At present, Mr Gerstner's strategic approach seems to be one of letting a thousand flowers bloom. He says he does not "believe there is, or ever will be, a single technology strategy" for IBM's various businesses.

As for the long-contentious question of how IBM should organise its sales force - by product, industry sector, or showing a single face to the buyer - Mr Gerstner says there should be room for all, depending on what individual customers want.

His remarks are peppered with references to customer satisfaction, but many observers wonder how this can be divorced from the enunciation of a clear technology strategy for the group.

IBM's customers are already nervous, wondering which product lines Mr Gerstner may drop and competitors have been quick to take advantage of this uncertainty.

"Technology is not high on my priority list of things to fix. IBM still has the best technology in the world," he says, echoing the self-confident view expressed by Mr Akers not long before profits slide began.

But however clever IBM's scientists may be, the company has of late picked few technological winners and has been slow bringing new products to market. This has begun to erode the confidence of customers who have traditionally looked to IBM as a large, reliable source of machines and advice in an industry changing at bewildering pace.

Mr Gerstner would appear to be treading a fine line: cost-cutting may restore profits in the short-run, yet if IBM fails to articulate a technology strategy, it risks further undermining its status as an industry leader.

It is not yet "just another computer company" - a purveyor of products which could have been made by one of a dozen rivals. But it could become so if it focuses on the problems of the past rather than building a strategy for the future.

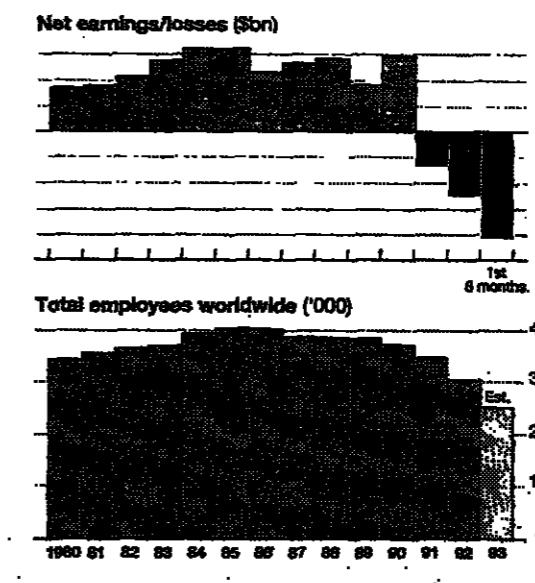
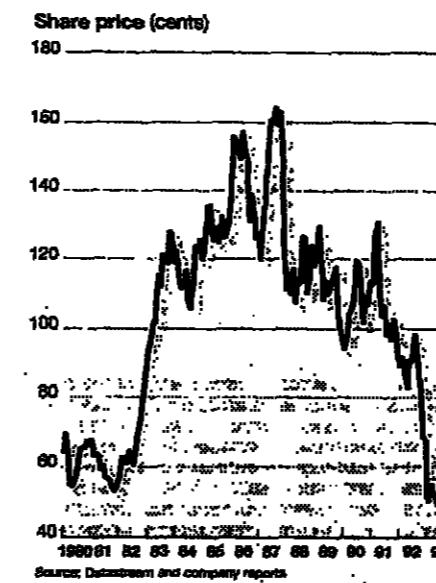
Services business, which advises companies on computing needs and is increasing revenues rapidly, although profits are less buoyant.

At present, Mr Gerstner's strategic approach seems to be one of letting a thousand flowers bloom. He says he does not "believe there is, or ever will be, a single technology strategy" for IBM's various businesses.

Louise Kehoe and Martin Dickson report on IBM's radical cuts and ask: what then?

When surgery will not prove the whole cure

The decline of 'Big Blue'



INTERNATIONAL COMPANIES AND FINANCE

Groupe Bull losses deepen as pricing pressures mount

By John Riddings in Paris

GROUPE Bull, the troubled French computer manufacturer, suffered a fall in sales and a rise in losses in the first half of 1993, the company said yesterday.

The state-owned company reported net losses of FF1.98bn (US\$41m) on sales of FF12.5bn for the first six months of 1993, compared with losses of FF1.69bn and sales of FF13.8bn in the same period last year.

The company, which is negotiating a restructuring plan with the French government,

has accumulated losses of over FF15bn in the past 3½ years. Mr Gerard Longuet, the industry minister, has said that the state cannot continue to subsidise losses on this scale and has come under pressure from the EC to reduce its financial support for the group.

Bull said that its first-half results reflected "persistently unfavourable economic conditions" and an "acceleration of general price pressures in the computer market".

Zenith Data Systems, its personal computer division which is the single biggest source of the group's losses, suffered a

continued fall in profit margins. The company said that this fall in margins more than offset a rise in sales of PCs by 20%.

Bull said it planned to return to profit in 1995. To achieve this it announced measures to reduce costs and form alliances with other international computer manufacturers. Earlier this month, the company announced plans to reduce its workforce by 6,500 people, about 18 per cent of the total, by the end of 1994. Last month, the company formed a PC design and manufacturing alliance with Packard Bell.

However, it is sounded a warning note on the regulatory and competitive pressures faced by BT. Under an agreement with the telecoms watchdog Ofcom, BT is obliged to reduce prices for core services to a figure 7.5 per cent below the retail prices index for the coming 12 months. Nearly 60 per cent of BT's revenue will be affected.

Analysts also expect BT to lose about 3 per cent of UK market share over the next year, as Mercury - which has about 10 per cent - and cable TV companies make advances in the residential market.

Ofcom is considering plans which could improve terms for competitors to connect with the BT network.

Revenue from international calls rose nearly 15 per cent to £499m during the quarter, and there was an 8 per cent rise in income from telephone line rentals to £595m. Inland traffic was flat at £1.26bn. Using a 12-month moving average, inland call turnover growth was 2 per cent up, but discount packages and the effect of last year's Ofcom price cap kept revenue static.

Capital spending on plant and property fell from £492m to £467m. BT denied that there had been a decision to invest less at home following the company's recent \$4.3bn purchase of a stake in MCI, the second largest US carrier. It said that two thirds of its customer lines were now connected to digital telephone exchanges.

In June, BT employed 169,500 people, down 1,200 in the quarter.

Third foreign bank may join Ferfin talks as consultant

By Haig Simonian in Milan

FERRUZZI Finanziaria (Ferfin), the Italian holding company staggering under total borrowings of about L31,000bn (US\$19.5bn) may be facing increasing difficulties in persuading banks to keep open lines of credit, in spite of expressions of support by foreign bank creditors earlier this week.

A meeting yesterday of the five big Italian banks working on a rescue plan for the group, which also lies at the heart of a growing storm concerning alleged bribes to politicians over the Enimont chemicals venture, is believed to have proposed bringing in a third foreign bank as a "consultant". Citibank could join Societe

Generale di France and UBS, which have already been asked to act as advisers to the Italian five-bank committee and to the Ferrucci group, according to one banker present.

Whereas the Societe Generale and UBS are believed to have a substantial exposure to Ferrucci group companies, Citibank's lending is thought to be about L100bn.

The decision to bring in a third foreign bank is to quell anxieties among some of Ferfin's foreign bank creditors, which have lent around L6,500bn, regarding the rescue plan. The interrogation is believed to have concerned Ferfin's plans for Fondiaria, the big insurance company it controls through the quoted Gaic holding company.

In recent weeks, minority shareholders in Gaic, which is controlled jointly by Ferfin and heirs of the late Mr Camillo De Benedetti, have been complaining about a proposed Fondiaria

rights issue, which could see control of the insurer pass from Gaic to Ferfin's five main creditor banks.

The suggestions that Ferfin may be facing serious financing difficulties came as Mr Guido Rossi, its new chairman, was questioned by Milan magistrates monitoring the rescue plan. The interrogation is believed to have concerned Ferfin's plans for Fondiaria, the big insurance company it controls through the quoted Gaic holding company.

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Thames TV in £20m BBC deal

By Raymond Snoddy in London

THAMES Television, the independent television production company that lost its ITV franchise, has struck a deal with the BBC worth more than £20m (US\$29.8m) over three years. At the heart of the deal is *This Is Your Life*, a programme that started life at the BBC 38 years ago, moved to ITV and will now move back to the BBC

in autumn 1994. The programme's simple formula is to take a celebrity by surprise, and tell his or her life story through friends and family.

Thames, recently bought by Pearson, owner of the Financial Times, has been attracting audiences of 12m to 14m for the programme. But ITV said yesterday it felt unable to commit itself to the long-term deal that Thames was seeking. The production company is already

selling £40m of programmes to ITV this year.

"ITV is now keen to commission more programmes which have an appeal for to young up-market viewers, as well as to for its established audience," said the ITV Network Centre. It is nudging its channel up-market at the very time the BBC is rediscovering the need to appeal to a broad audience to protect its universally imposed licence fee.

In June, BT employed 169,500 people, down 1,200 in the quarter.

The announcement appears as a matter of record only

The East Asiatic Company Limited A/S

Barclays de Zoete Wedd Australia Limited was adviser to The East Asiatic Company Limited A/S in its sale of:

Plumrose Australia Pty. Limited

Plumrose New Zealand Limited

and certain associated brand names to:

Pacific Dunlop Limited

for A\$225 million

Adviser

Barclays de Zoete Wedd Australia Limited

July 1993

BT issues warning despite 3% advance

By Andrew Adonis in London

BRITISH Telecom reported a pre-tax profit of £75.7m (£1.1bn) in the quarter to June 30, a 3 per cent rise.

The comparable figure left aside the effects of selling non-core businesses, on which a £135m loss was incurred. First-quarter turnover rose 2.8 per cent to £3.34bn.

Mr Iain Vallance, BT chairman, described the results as "encouraging, showing growth in both UK and international call volumes".

However, he sounded a warning note on the regulatory and competitive pressures faced by BT. Under an agreement with the telecoms watchdog Ofcom, BT is obliged to reduce prices for core services to a figure 7.5 per cent below the retail prices index for the coming 12 months. Nearly 60 per cent of BT's revenue will be affected.

Analysts also expect BT to lose about 3 per cent of UK market share over the next year, as Mercury - which has about 10 per cent - and cable TV companies make advances in the residential market.

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Capital spending on plant and property fell from £492m to £467m. BT denied that there had been a decision to invest less at home following the company's recent \$4.3bn purchase of a stake in MCI, the second largest US carrier. It said that two thirds of its customer lines were now connected to digital telephone exchanges.

In June, BT employed 169,500 people, down 1,200 in the quarter.

Ford's earnings double to \$775m on strong US sales

By Martin Dickson in New York

FORD Motor, the second largest US car manufacturer, yesterday reported doubled second-quarter earnings as stronger US vehicle sales and surging financial services profit outweighed problems in the European market.

Ford reported earnings of \$77.5m, up from \$37.5m a year ago, due to increased industry sales and increased market share. It held 21.4 per cent of the US car market up 0.5 of a point from a year ago, while its light truck share was up 0.3

and the company's aggressive product introduction programme, showed "we remain on course for better financial results in 1993 over last year".

However, he noted that in Europe most leading economies continued to worsen during the quarter, and added: "I'm not sure we have seen the bottom there yet".

Ford's US automotive operations earned \$367m, up from \$122m a year ago, due to increased industry sales and increased market share. It held 21.4 per cent of the US car market up 0.5 of a point from a year ago, while its light truck share was up 0.3

and the company's aggressive product introduction programme, showed "we remain on course for better financial results in 1993 over last year".

However, it has identified Poland, Hungary and the former Czechoslovakia as offering the best potential for Ford's strategy to establish a stronger presence in the emerging economies of central and eastern Europe.

Earlier this month, it acquired Autopal, a Czech components manufacturer specialising in automotive lighting and heat exchanger equipment including air conditioning.

This acquisition provided

Ford, for the first time, with an in-house capability

to produce lighting in Europe.

Initially, it is expected to produce 600,000 sets of covers a year for Ford Escort and Orion models.

Starting in 1995, production is planned to rise to 1.1m a year with the addition of supplies for the Ford Fiesta.

• Ford is to build a \$50m technical centre near Tokyo with the aim of strengthening its ability to supply US-produced components to Japanese vehicle makers.

The centre, due to become operational by mid-1995, will employ 80 people.

However, the European new car market has since slid further and Ford's share of it has contracted. Its cars accounted for 11.3 per cent of all European sales in the second quarter, compared with 11.5 per cent in the first.

The worsening of Ford's fortunes showed up sharply in second-quarter unit sales in Germany, Europe's single biggest market, which dropped by 19.8 per cent to 219,185.

UK sales fell more than 21 per cent to 117,405.

However, Ford said it had been hit by adverse currency shifts within Europe and by higher product and marketing costs. It has also had to bear the launch costs of the Mondeo medium car range, one of the most important models in its history. Mr Poling said more than 250,000 orders for the Mondeo had been received since its launch in March.

Polish seat plant to cost \$50m

By John Griffiths

FORD is investing \$50m in a green field operation in Poland to make seat covers for export to its own car plants and other European vehicle producers.

The plant at Pionek, some 60 miles north-west of Warsaw, is planned to come on stream in 1995 and will employ up to 1,000 people.

The Pionek facility is the third manufacturing venture by Ford in central Europe since mid-1992.

Until last year, Ford had been among the more cautious of western vehicle producers in

Chrysler lifted by surge in sales

By Martin Dickson

CHRYSLER, the US car manufacturer, yesterday announced a near quadrupling of second-quarter net earnings, driven by surging sales of new products in the North American market.

Capital spending on plant and property fell from \$492m to \$467m. BT denied that there had been a decision to invest less at home following the company's recent \$4.3bn purchase of a stake in MCI, the second largest US carrier. It said that two thirds of its customer lines were now connected to digital telephone exchanges.

In June, BT employed 169,500 people, down 1,200 in the quarter.

The company had continued to focus on better quality, waste elimination and continuous improvement in all areas of the business.

Chrysler's combined North American retail car and truck market share was up 2.1 points over the same quarter of 1992.

The group's financial services subsidiary reported net earnings of \$44m, down from \$45m last year.

For the six months, Chrysler reported a net loss of \$3.47bn, or \$10.38 a share, against earnings of \$165m, or 46 cents, due to a one-time non-cash charge of \$4.68bn for a change in accounting for retiree health care.

The latest quarter included post-tax gains of \$71m from the sale of stock in Mitsubishi

This announcement appears as a matter of record only.

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European operations slip further into the red

By John Griffiths

FORD'S European operations fell deeper into the red in the second quarter, and Mr Harold Poling, the chairman and chief executive, warned that there could be a further deterioration.

The second-quarter net loss of \$175m compared with a profit of \$23m in the same period of 1992.

Jaguar, Ford's UK-based luxury cars subsidiary, made a second-quarter loss of \$58m, although this represented a considerable improvement on a year-ago loss of \$72.5m.

Ford projected total European car and truck sales this year would fall 17 per cent to 12.4m. This has almost ruled out breaking even on European operations this year.

Market conditions have continued to worsen since the first quarter, when the European operations, including Jaguar, made a net loss of \$82m compared with a \$34m profit in the previous year's quarter.

Since Jaguar's losses in the first quarter were \$150.5m, down from \$242m in the same period in 1992, Ford's non-Jaguar European business was marginally in profit in the opening stages of this year.

However, the European new car market has since slid further and Ford's share of it has contracted. Its cars accounted for 11.3 per cent of all European sales in the second quarter, compared with 11.5 per cent in the first.

The worsening of Ford's fortunes showed up sharply in second-quarter unit sales in Germany, Europe's single biggest market, which dropped by 19.8 per cent to 219,185.

UK sales fell

INTERNATIONAL COMPANIES AND FINANCE

Tandem cuts workforce by 15%

By Louise Kehoe
In San Francisco

TANDEM Computers, the latest victim of computer industry turmoil, plans to cut its workforce by about 15 per cent in a restructuring.

The company took a \$45.1m third-quarter charge and reported an operating loss.

Between 1,600 and 1,800 jobs will be lost over the next 12 months.

The announcement follows

Tandem's recent introduction

of a new range of smaller,

more powerful parallel com-

puter systems and servers with

significantly lower prices than

its previous products.

The cuts were necessary "to

bring the company's cost struc-

ture in line with the new

highly competitive pricing

model," Tandem maintained.

"There are two challenges in

the computer industry: ongoing economic weakness in international markets and a fiercely competitive environment created by low-priced products and heavy competition.

"To become a low-price provider requires that we adopt a new business model if we are going to achieve our profitability goals. This requires more than just cutting costs; it requires re-engineering the business, changing our culture, and continuously reducing our cost structure.

Since the end of the third quarter, Tandem has reduced its workforce at several locations, including its European subsidiaries. By the end of the current quarter, 700 employees will have been laid off, the company said.

"Tandem also cut the pay of



James Treybig: emphasised need to reduce cost structure

remaining employees by 5 per cent and reduced benefits.

"This is not a temporary measure, but a permanent shift in our salary structure," it said.

Tandem recorded third-quarter net losses of \$549.5m, or \$4.88 a share, after the restructuring charges. Operating losses for the quarter were \$44m. In the same period last year, it earned \$17.4m, or 16 cents.

Revenues declined to \$475.8m from \$503.3m a year ago, due to weak economic conditions, particularly in Europe, and customers' hesitation to purchase current products in anticipation of the recent introduction of low-cost computers, Tandem said.

"Fortunately, we have been implementing a product strategy that will take us through the '90s. Last week we announced new products which, coupled with our restructuring, will, we believe, lead to greatly improved earnings per share in the next fiscal year," said Mr Treybig.

"We continue to believe the company will generate moderately higher sales this year, solid earnings from operations, and positive cash-flow."

He also reported "good progress

on development of plans

that will improve our operating effectiveness, our cash flows and our ability to pay down debt". Kodak has already announced plans to spin off its Eastman Chemical business.

Second-quarter net earnings

of \$371m, or \$1.13 a share, compared with \$361m, or \$1.11, in the same period last year.

Kodak chief cautiously optimistic on outlook

By Martin Dickson
in New York

EASTMAN KODAK, the photographic products company in the throes of restructuring, yesterday reported a 3 per cent increase in second-quarter net income and struck a cautiously optimistic note for the rest of the year.

Mr Kay Whitmore, chairman, said the second-quarter and first-half results were a "satisfactory beginning" consistent with the company's plan to improve its performance this year.

"We continue to believe the company will generate moderately higher sales this year, solid earnings from operations, and positive cash-flow."

"With our new customer-focused business unit structure now in place, we are poised to grow revenues and increase our market share, while continuing to work diligently to reduce our costs," he added.

Notwithstanding the seasonally soft September quarter, Mr Palmer was confident that Digital was poised for resurgence.

Digital said it achieved some "slight" revenue growth in the US with stronger growth throughout Asia, during the past three quarters, "he said.

For the year, the company recorded a net loss of \$251.3m, or \$1.93 a share, compared with a net loss of \$2.8bn, or \$22.39, in fiscal 1992. Revenues advanced to \$14.4bn from \$13.9bn. The 1992 losses

included a one-time charge of \$485.5m for accounting changes, plus the \$1.5bn restructuring charge.

Mr Robert Palmer, president and chief executive, pointed to "a continued, significant improvement in our overall operating results both for the quarter and the full year".

"While I am not satisfied with any loss, my confidence in Digital's future is fuelled by the improvements we have been able to achieve over the past three quarters," he said.

Since Mr Palmer joined Digital last year, the company has posted a cumulative net profit

of \$9m, he noted.

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Digital recovery slower than expected

By Louise Kehoe

DIGITAL Equipment reported increased earnings for its fourth quarter as the US computer manufacturer recovered from last year's heavy losses.

Digital's directors warned, however, that because of the uncertain economic outlook "we remain very cautious about our ability to maintain profitability for the seasonally soft first quarter".

In contrast to its rival, IBM, Digital's operating performance has improved, but it has failed to meet Wall Street expectations. Analysts' projec-

tions were set at around \$1.06 per share.

Net earnings for the fourth quarter came out at \$113.2m, or 85 cents per share. This compares with a net loss of \$1.8bn, or \$14.76, last year when Digital took a \$1.5bn restructuring charge.

Revenues for the quarter were \$3.91bn, up slightly from last year's \$3.90bn.

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Xerox agrees to \$160m disposals

XEROX, the US office equipment group, has agreed to sell Furman Selz Holding management group and a group of its employees acquiring Furman Selz from Xerox Financial Services, Reuter reports. Furman Selz was bought by Xerox Financial Services in 1987.

Completion of the deal, plus an agreement to sell the Shields-Regent businesses of Furman Selz to Alliance Capital Management, is expected to yield \$160m to Xerox, which will use to pay off debt.

PETROBRAS, Brazil's state oil monopoly, yesterday raised net profits to \$28m for the first six months of 1993 as it benefited from cost-cutting measures, AP-DPA reports from Rio de Janeiro.

The result was a sharp improvement from 1992, when profits totalled just \$26m in the first half and \$56m for the year.

Gross earnings in the first six months were \$8.3bn, and investments totalled \$1bn.

Mr Jose de Melo, assistant

financial director, said the improved performance was due to cuts in operational and financing costs.

He said that Petrobras had

restructured its debt profile from short-term to long-term.

An audit by the independent

firm Ernst Young, Sotec in June had put the company's debt at \$4.7bn, including \$3bn in short-term obligations.

Mr Melo said Petrobras' debt

in June totalled \$4.5bn, up from

\$4.2bn at the same time last

year.

The Brazilian government owes Petrobras \$3.865bn.

Mr Paulino Cicerio, mines and energy minister, said that retail fuel prices, which are set by the government, were 42 per cent below what they should be.

Increases have been delayed to avoid stoking up inflation, currently running at 30 per cent a month.

Petrobras produces daily about 633,000 barrels of oil and 1.6m cubic metres of natural gas.

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Petrobras improves to \$269m

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In the first half of 1993, J.P. Morgan arranged \$37 billion of syndicated credit facilities for its clients. Five examples:

Multicurrency Revolving Credit

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For further information regarding The Bank of New York's ADR Services, please contact Kenneth A. Lopian in New York (212) 815-2084, or Michael McAuliffe in London (071) 322-6336.

U.S. \$70,000,000
Autopista Vasco-Aragonesa, Concesionaria Espanola, S.A.
Guaranteed Floating Rate Notes due 1995
Unconditionally Guaranteed by The Kingdom of Spain

Notice is hereby given that for the six months interest period from July 29, 1993 to January 31, 1994 the Notes will come due on January 31, 1994, provided that the Notes will not come due until the date of the final payment of the principal amount of the Notes, which will be August 31, 1993, at the principal amount of 100% of the principal amount thereof together with accrued interest to the date fixed for redemption. The interest payable on the relevant interest payment date, January 31, 1994, against Coupons No. 10, 11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33, 34, 35, 36, 37, 38

INTERNATIONAL COMPANIES AND FINANCE

Du Pont below expectations for second period

By Karen Zagor
In New York

DU PONT, the leading US chemicals group, yesterday posted disappointing second-quarter figures, with declining underlying earnings from all of its main businesses except petroleum.

In the three months to June 30, the group had net income of \$516m, or 76 cents a share, compared with earnings of \$277m, or 41 cents, in the same period of 1992. Stripping out one-time items in both years, earnings rose 11 per cent in the quarter.

At midday, on Wall Street, shares in Du Pont had fallen 31% to \$47.74 in active trading. Analysts had expected earnings of about 84 cents a share.

Mr Edgar Wollard, chairman, said that without an increase in economic activity "business conditions are likely to remain difficult, with excess capacity and resultant downward price pressures in our major markets."

Bethlehem Steel chief sees return to profit

BETHLEHEM Steel expects to return to profitability in the third quarter of 1993, said Mr Curtis Barnette, the company's chairman, Reuter reports.

The US group reported a second-quarter loss of \$5.3m, or 18 cents a common share, an improvement over its year-earlier performance when it suffered a loss of \$51.7m, or 76 cents. Revenues advanced to \$1.12bn, from \$1.01bn last time.

Mr Barnette maintained that the results of a cost-cutting programme, achieving a satisfactory new labour agreement, better markets and achieving fair trade in steel "will return Bethlehem to profitability in the third quarter of 1993."

"We have continued to make steady and favourable progress in our return to sustained profitability," he said.

Cost-cutting target raised at Union Carbide

By Karen Zagor

UNION Carbide, the US chemicals group, yesterday said it would step up its cost-cutting measures by increasing its annual cost reduction target to \$675m, measured in 1990 dollars, from \$400m.

Earlier this year, Carbide said it was a year ahead of schedule in its efforts to reduce annual costs by \$400m.

Mr Robert Kennedy, chairman, said the company could save money by looking closely at inventory control, production, distribution and maintenance.

Carbide is still feeling the pressure from tight margins in the polyethylene and ethylene glycol markets.

For the second quarter, Carbide posted net income of \$41m, or 24 cents a fully-diluted share, compared with \$79m, or 48 cents, a year earlier. Sales slipped to \$1.24bn from \$1.26bn.

Carbide's income from continuing operations was \$41m in the quarter, compared with \$36m.

For the first half, the group had net income of \$83m, compared with a net deficit of \$16m including one-time items. Income from continuing operations rose to \$83m, against \$78m. Sales were flat at \$2.4bn.

Carbide said its 1993 earnings would be reduced by about \$80m to \$100m, reflecting additional severance costs related to the extended cost-reduction programme and charges for the adoption of accounting standards for post-employment benefits.

Mr Scott Paper of the US is to pay \$3m to settle a class action lawsuit by shareholders, Reuter reports.

Scott said its insurer would also pay the shareholders \$5m.

In a lawsuit filed in September 1990, the shareholders alleged the company did not disclose in a timely manner certain material facts about 1990 earnings. Scott said lawyers for the class had conceded that no deliberate or intentional wrongdoing was involved.

UNP setting its sights on pole position

Canadian group has spent C\$9m on former Polish state companies, writes Bernard Simon

WHEN International UNP Holdings was a junior exploration group on the Vancouver stock exchange, the abbreviation in its name stood for United Northern Petroleum. Mr George Bonar, UNP's chairman and chief executive, now mischievously tells inquirers the initials come from three Polish words meaning "beloved new Poland".

The remark is only half in jest. UNP has emerged from obscurity on Canada's west coast to become an active western investor in Poland.

It has spent C\$9m (US\$7m) over the past two years buying control of three privatised Polish companies: Ibis, the country's biggest maker of bakery equipment; BIAWAR, the leading manufacturer of hot-water heaters; and Unipak (formerly GNIENZNO), the dominant maker of packaging equipment. In each case, the remaining shares continue to be held by the state.

UNP, which recently moved its head office from Toronto to London, aims to negotiate with Polish companies to bring in C\$5m to C\$10m from six more institutions, in progress.

UNP's prospects depend heavily on Mr Bonar's ability

to spot sound investments among Poland's state-owned enterprises, then to negotiate their privatisation and turn them into market-driven companies.

Mr Bonar, who was born in Poland and speaks the language, was formerly chief executive of Eldorado Nuclear, a Canadian uranium processing company. Before that, he was in charge of marketing at Falconbridge, the international nickel producer.

Mr Bill James, his former boss at Falconbridge, remembers Mr Bonar as a "pretty shrewd guy". Another former colleague says the expansive Mr Bonar, now 59, left Falconbridge after disagreements over his ambitious plans for the marketing department. "He was maybe too innovative," the executive says.

UNP has set its sights on a group of between 4,000 and 6,000 mid-sized manufacturers which have been neglected in the stampede by foreign and domestic investors for a slice of C\$27m in capital.

Another equity issue, which Mr Bonar hopes will bring in C\$5m to C\$10m from six more institutions, is in progress.

UNP's prospects depend heavily on Mr Bonar's ability

to compete, I walk," he says. "I don't need to buy the company that makes cans and saucers. I can get the company that makes spoons."

This, he says, explains why UNP has so far paid a modest multiple of 1.5 times pre-tax cash-flow for its investments.

Its targets are the less glamorous companies with fewer than 1,000 workers, high labour

with the government. Only a handful of changes have been made in the three companies UNP has bought. "If I have to chop three or four members of senior management, I've made a bad business decision," Mr Bonar says.

In spite of the good track record, there is no shortage of risk. UNP's latest prospectus lists 11 things that could go awry, from the unpredictable timing of negotiations with the Polish government, to Polish accounting standards and a volatile currency. It cautions that UNP's securities are "speculative".

But Mr Bonar is confident that Poland is undergoing a "fundamental systemic change" which will present enormous opportunities.

He predicts the Polish elections on September 19 will improve political stability by eliminating most of the 29 parties vying for office.

As evidence that UNP is in the right place at the right time, Mr Bonar notes that a leading US hot-water appliance maker has shown an interest in buying all or part of the 50 per cent stake in BIAWAR which UNP acquired only nine months ago.

content, low brand visibility, and with little dependence on high-technology. But, like the three which UNP has bought so far, they are likely to have a dominant market share.

Mr Bonar is also seeking companies run by managers who can adapt to a free-market economy. He has a chance to evaluate a company's management during the period, usually six months to a year, that it takes to negotiate a deal

Subsidiaries help to lift Mexican conglomerate

By Damian Fraser
in Mexico City

GRUPO CARSO, Mexico's largest industrial conglomerate, reported an 11.8 per cent increase in profits to 653m new pesos (\$214m) in the first half, after improved performance at industrial subsidiaries, Nacobre, Cigatam, Condumex and Aluminio.

The company owns a controlling stake in Telmex, Mexico's telephone monopoly, which last week reported a 12.9 per cent increase in second-quarter profits. Telmex contributed a third of Carso's net profits.

Carso recorded a 42 per cent increase in sales to 4,701m pesos, but this was due to consolidation of results at subsidiaries and an increased stake in Frisco, the mining concern.

Underlying sales fell, as the company cut unprofitable lines at Condumex and Nacobre, according to Baring Research in Mexico City.

The rationalisation boosted margins and helped push up operating profits to 819m pesos in the first half, a 7.3 increase.

Profits were given a strong lift by the improved performance of Cigatam, the cigarette company, which according to Carso has gained market share at the expense of its rival, La Moderna.

Frisco told the Mexican stock market that it had re-opened the silver mine Real de Angeles, which had been closed earlier in the year due to low silver prices. Real de Angeles produced 8.1m troy ounces of silver last year, 1.8 per cent of world output.

PWA loss widens to C\$44m

By Robert Gibbons
in Montreal

PWA, parent of Canadian Airlines International, yesterday unveiled a sharply higher second-quarter loss.

However, the group said its financial restructuring was falling into place and its operating performance had improved.

Net loss before restructuring costs was C\$44.3m (US\$34.7m), against a loss of C\$33.5m a year earlier. However, including charges totalling C\$8.5m for the final loss came out at C\$130.5m, or C\$2.73, compared with a deficit of C\$34.4m, or 74 cents. The year-earlier loss included C\$2.8m special gain.

For the first half, the group's final loss was C\$237.7m, or C\$4.97 a share, against one of C\$106.3m, or C\$2.30, a year earlier.

This deal is being held up by a court dispute over Canadi-

an's joint interest with rival Air Canada in the Gemini reservation system. Canadian must dispose of this before the American Airlines deal can go through.

Mr Rhys Eytyn, chairman, said more than 70 per cent of senior creditors had signed the debt restructuring agreement and the rest should accept it in the next few weeks. "We're working towards a satisfactory resolution of the Gemini issue," he said.

The centrepiece of the restructuring is conversion of C\$700m of debt into equity. The whole plan is due to go before shareholders and debenture holders by mid-September.

However, two companies have demanded immediate repayment of C\$109m of subordinate debt. In all, PWA wants to restructure more than C\$5bn of debt.

These securities having been offered, this announcement appears as a matter of record only.

July 28, 1993

BHF Finance (Netherlands) B.V.

Amsterdam, The Netherlands

DM 100 000 000

6 1/2 % Bearer Bonds of 1993/2000

Irrevocably and unconditionally guaranteed by

Berliner Handels- und Frankfurter Bank

Frankfurt (Main) and Berlin

Interest date: July 28

Repayment: July 28, 2000

Listing: Frankfurt (Main)

BHF-BANK

Banca del Gottardo

CCF-CRT Bank

NOTICE

to the holders of outstanding

US\$70,000,000

3% per cent, Convertible Bonds Due 2006

of

GOLDSTAR CO., LTD.

(the "Bonds" and the "Company" respectively)

NOTICE IS HEREBY GIVEN to the holders of the Bonds that, as a result of the issue by the Company of 7,000,000 common stock of the Company described as the Notes, dated July 27, 1993, the existing Conversion Price per share of preferred stock of the Company has, pursuant to the provisions of the Trust Deed constituting the Bonds, been adjusted from W10,019 to W17,744 with effect from 20th May, 1993.

July 28, 1993, London

By: Citibank, N.A. (Issuer Services)

CITIBANK

CORRECTION NOTICE

U.S.\$150,000,000 Floating Rate Participation Notes Due 1993

Issued by Prismbond GmbH for the purpose of making a loan to

CONSORZIO DI CREDITO PER LE OPERE PUBBLICHE ROME

Notice is hereby given that the interest payable on the relevant interest

Payment Date, July 30, 1993, for the period from July 29, 1993 to July 30, 1993, against Coupon No 16 in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$168.51 and in respect of U.S.\$250,000 nominal of the Notes will be U.S.\$4,312.67.

My 29, 1993, London

By: Citibank, N.A. (Issuer Services), Agent Bank

CITIBANK

SWITZERLAND FORWARD SURVEY PROGRAMME 1993

Zurich Traveler 12 October
Swiss Banking 15 November

For further information, please contact:
Nigel Bicknell or Simon Egli,
Financial Times (Switzerland) Ltd.,
15 rue de Cendrier CH - 1201 Geneva.

Tel: 022/731.16.04
Fax: 022/731.94.91

Ernst Jenny in Schwanden

Tel: 058/61.30.70.

Elizabeth Vaughan in London

Tel: 071/873.34.72

Fax: 071/873.34.28

FT SURVEYS

BANK OF CHINA U.S. Dollar Floating Rate Notes due July 1996

- WKN 478 543 -

In accordance with the Conditions of the Notes notice is hereby given that for the interest period July 26, 1993 to January 25, 1994 included (184 days) the Notes will bear interest at the rate of 3.625% per annum. The coupon amount per U.S.\$ 10,000 Note will be U.S.\$162.08 and per U.S.\$100,000 Note U.S.\$1,620.08. The interest Payment Date will be January 25, 1994.

In July 1993

Deutsche Bank
Aktiengesellschaft

NOTICE OF REDEMPTION

ALLCO INTERNATIONAL LIMITED

Guaranteed Floating Rate Notes 1993

Unconditionally and irrevocably guaranteed by

ALLCO INTERNATIONAL LIMITED

NOTICE IS HEREBY GIVEN that payment on Conversion Notes due 1993 will be made on the 20th day of August, 1993.

Conversion Notes due 1993 will be converted into the following amount:

37 43 44 5

Financial services hold Imasco back in second quarter

By Robert Gibbons in Montreal

IMASCO, the Canadian financial services, tobacco and food retailing group in which BAT Industries of the UK has a 40 per cent stake, reports slow second-quarter profits following a reduced contribution from financial services.

There was a continued recovery in the US fast-food business and better results from tobacco products and drug stores, but net income for the quarter could only emerge at C\$94.8m (US\$74m), or 74 cents a share, against C\$94.6m, or 73 cents, a year earlier.

Net revenues for the quarter were little changed at C\$2.9bn. First-half earnings were C\$161.3m or C\$1.24, up 2 per cent from C\$158.2m, or C\$1.21. Six-month net revenues showed little movement at C\$3.9bn.

Mr Purdy Crawford, chairman, said the Canada Trust operations maintained a high level of provision in the six months, despite improving credit conditions and a decline in overall non-performing loans.

Retail banking results were good but Canadian demand for home mortgages remained soft.

Depreciation costs hit Philippine Airlines

By Jose Galang in Manila

PHILIPPINE Airlines, the national airline which was privatised at the beginning of 1992, reports reduced profits for the year to March 1993 following a steep increase in depreciation charges.

Net income for the year dipped by close to 8 per cent to 1.03bn pesos (\$37.8m) from the previous year. Revenues moved ahead marginally to 24.43bn pesos, against 24.41bn pesos last time.

Philippine Airlines said earnings would have been higher but for heavier depreciation which for last year took in depreciation on appraisal increments. Without this, profits would have been some 40 per cent

COMPANY NEWS IN BRIEF

Austrian savings bank has strong first-half result

DIE ERSTE Oesterreichische Spar-Casse Bank said its operating profit in the first half jumped 47 per cent to Sch'24m (\$5.6m), due to much better income from lending and trading as well as reduced costs, writes Ian Rodger in Zurich.

The bank, which converted itself into a joint stock company last month, reported total assets of Sch'184.7m, 2.4 per cent higher than at the end of last year.

Mr Konrad Fuchs, chief executive, said negotiations aimed at restructuring Austria's savings bank sector, in which Erste is playing a leading role, were entering an intensive phase. But he declined to speculate on the outcome.

• Buttons Kiwi, part of the Brierley group, is buying 18.4 per cent of Asian New Zealand Meat for NZ\$9.8m, writes Terry Hall in Wellington. Asian NZ, which is 65 per cent owned by the farmers co-operative, the New Zealand Meat Producers Board, is New Zealand's biggest exporter of meat related products to Japan. Buttons Kiwi, which was partially floated to the public in October, is financing the deal through a share issue.

• Grupo Industrial Maseca, a newly-formed corporation is to replace the debt-laden airline. It is to take over the operation within 60 to 90 days. Some 60 to 70 per cent of its shares are to be sold.

International airlines as well as Ecuadorian entrepreneurs have shown interest in buying shares. The airline has routes to New York and Miami.

FOR UP-TO-THE-MINUTE CURRENCY RATES DIAL:

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(Sterling Rates)

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(US Dollar Rates)

CITYLINE

Rates given against
22 major currencies

Bangkok Bank lifts profits by 34%

Sale charge and falling prices push Noranda into red

By William Barnes in Bangkok

BANGKOK BANK, which dominates banking in Thailand, reports a 34 per cent increase in second-quarter net profit to Bt3.28bn (\$129m) compared with 1992's second quarter. Earnings per share rose from Bt2.44 to Bt3.28.

An analyst with Crosby Research in Bangkok said the results showed that "margins are holding up and the outlook for the sector is pretty good".

Thai Military Bank, the sixth-largest in Thailand, increased second-quarter profits by 97 per cent to Bt76.6m. The bank took Bt400m loan loss provisions in the second quarter last year. Earnings per share rose 74.8 per cent to Bt1.8.

Earlier this year, Bank of Thailand, the central bank, publicly complained about the width of spreads between the banks' deposit and lending interest rates.

Bank of Thailand pointed out that average spreads had grown steadily to a record 3.86 percentage points in the first quarter of this year. This, it said, could hamper economic activity.

NORANDA, the big Canadian resource group, has run into the red with a first-half loss of C\$30m (US\$23.4m), or 32 cents a share, against profits of C\$45m, or 10 cents, last time.

The group has been hit by declining commodity prices and a C\$30m charge on the sale of its 49 per cent stake in MacMillan Bloedel. Revenues were C\$2.6bn, down from C\$4.3bn, reflecting the MacMillan Bloedel disposal.

The second-quarter loss this year equalled 7 cents a share against a profit of 9 cents. The lower Canadian dollar and lower interest expense partly offset weak prices for metals, papers and oil and gas.

The sale of the MacMillan stake has reduced Noranda's long-term debt to C\$2.5bn.

• Loblaw, Canada's biggest grocer, had a second-quarter profit of C\$24.3m, or 28 cents a share, up from C\$10.8m, or 11 cents. Sales were C\$2.16bn, against C\$2.12bn. Price competition in western Canada and a US strike hurt results.

• Torstar, the publishing group, earned C\$2.6m, or 6 cents a share, in the second quarter, down from C\$12.6m, or

31 cents. Revenues were C\$229m, against C\$218m. A weak advertising market adversely affected the Toronto Star newspaper, while books improved slightly.

• Fletcher Challenge Canada earned C\$6.1m, or 5 cents a share, in the fourth-quarter to end-June, against a loss of C\$30.1m, or 30 cents, a year earlier. For all 1993, FCC made a loss of C\$34.2m, against a loss of C\$43.5m, on revenues up 28 per cent at C\$1.23bn.

• Falconbridge, Canada's second biggest nickel producer, has sold its 62 per cent control of Falconbridge Gold, its remaining gold mining subsidiary, for C\$22m. The buyer is Kinross Gold, a new Toronto mining group, for C\$22m. With the deal go producing mines in Zimbabwe and at Timmins in northern Ontario.

Kinross is buying 8.2m Falconbridge gold common shares and a C\$7.4m convertible debenture. Kinross is 25 per cent held by Placer Dome and 23.5 per cent by Dundee Bankcorp. The two companies will have 1993 gold production of about 150,000 oz.

Kinross has said it would like to buy the remaining 38 per cent of Falconbridge Gold.

This announcement appears as a matter of record only.



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July 1993



World International (Holdings) Limited 1992 / 93 Results Announcement

“A year of considerable progress in line with a forward-looking strategy”

Peter Kwong-Ching Woo, Chairman

- 50% increase in earnings per share
- 30% increase in net asset value
- Substantial reduction in price-earnings multiple
- Success in Hong Kong property development from well timed strategy
- Effective entry into South China property market
- Higher profit and turnover for new-look Lane Crawford
- New trading opportunities for revitalised Wheelock Marden
- Wharf's 20% profit growth and 31% asset growth
- Proactive initiatives from low financial gearing

Summary of Group Results

Year ended 31st March :

	1993 HK\$ Million	1992 HK\$ Million
Turnover	2,205.2	1,859.2
Operating profit before exceptional item	407.3	279.1
Exceptional item	—	(29.1)
Operating profit after exceptional item	407.3	250.0
Share of profits less losses of associated companies	1,318.5	876.7
Profit before taxation	1,725.8	1,126.7
Taxation (Note 2)	(205.3)	(107.9)
Profit after taxation	1,520.5	1,018.8
Minority interests	(52.2)	(47.3)
Group profit attributable to Shareholders	1,468.3	976.5
Appropriations:		
Internal dividend (paid)	(153.9)	(133.2)
Final dividend (proposed)	(430.4)	(368.7)
Transferred to revenue reserve	884.0	474.6
Earnings per share (Note 3)	71.6 cents	47.7 cents
Dividends per share: - Interim (paid)	7.5 cents	6.5 cents
- Final (proposed)	21.0 cents	18.0 cents
- Total	28.5 cents	24.5 cents

Notes :

(1) The year's profit includes the Group's share of a full year's results of a major associate, The Wharf (Holdings) Limited ("Wharf"), whereas the preceding year's profit included the Group's share of the results of Wharf for the nine-month period ended 31st December, 1991 only, as a result of a change of Wharf's fiscal year end from 31st March to 31st December with effect from the fiscal period ended 31st December, 1991. The effect of this factor should be taken into consideration when comparing the year's profit figures with the previous year's.

(2) The provision for Hong Kong profits tax is based on the profit for the year as adjusted for tax purposes at the rate of 17.5% (1992 - 16.5%). Overseas taxation is calculated at the rates of tax applicable in countries in which the Group is assessed for tax. The taxation charge is made up as follows:

	1993 HK\$ Million	1992 HK\$ Million
Company and subsidiaries		
Current taxation	54.2	44.3
Hong Kong profits tax	—	—
Associated companies		
Current taxation	194.0	60.1
Hong Kong profits tax	6.2	4.9
Overseas taxation	(49.1)	28.6
Deferred taxation	151.1	93.6
	205.3	107.9

(3) The calculation of earnings per share is based on earnings for the year of HK\$1,468.3 million (1992 - HK\$976.5 million) and 2,049.7 million (1992 - 2,048.5 million) ordinary shares in issue during the year.

Purchase, Sale and Redemption of Shares
Neither the Company nor any of its subsidiaries has purchased, sold or redeemed any of its listed securities during the financial year.

Annual General Meeting
The Annual General Meeting of the Company will be held on Monday, 27th September, 1993.

Book Closure
The Register of Members will be closed from 20th to 27th September, 1993, both days inclusive. Subject to shareholders' approval, the final dividend will be paid on 4th October, 1993.

By Order of the Board
Wilson W. S. Chan
Secretary
Hong Kong, 23rd July, 1993

Compensation question at Brent Walker

By Maggie Urry

SIR KEITH Bright, chairman of Brent Walker, told shareholders at yesterday's annual meeting that the group was "considering a number of possibilities with regard to the financing of William Hill", the group's betting shop chain.

He said: "When these become firm we shall give you further details."

Although questions from shareholders lasted for an hour, the meeting only occasionally became heated. One shareholder asked if the board were "all dummies" when the directors were unable to answer a question about compensation to former directors.

William Hill's syndicate of banks, owed £250m, are due to be repaid on March 1 next year. Options open to the group include a full or partial sale, flotation or refinancing of the debt.

A consortium of investors, led by SG Warburg, has approached Brent Walker with a £260m leveraged offer.

Asked about that offer Sir Keith said: "there are one or two people around who would like to make a turn for themselves."

Any sale of William Hill would be subject to shareholder approval. He said William Hill's turnover was "substantially" higher following the start of evening opening, but that it had run a risk of bad luck lately.

INVESTMENT TRUST DIGEST

Continental Assets net value up 11%

CONTINENTAL ASSETS Trust reported a net asset value of 189.3p as at June 30, a year-on-year advance of some 11 per cent.

The figure after dilution for outstanding warrants showed a 10 per cent improvement to 175.3p.

The Ivory & Sime-managed trust, which concentrates its portfolio on small companies and "alternative" markets in continental Europe, saw available revenue leap to £695,000 (£289,000) over the six months to end-June.

Mr Ian Dalziel, chairman of the trust, said: "Declining interest rates in continental Europe will continue to enhance the attractiveness of equities compared with fixed interest financial instruments."

Earnings per share worked through at 3.2p (1.33p).

European Assets

European Assets Trust, quoted on both the Amsterdam and London markets, had a net asset value of FL8.31 (84p) at June 30, up from FL7.07 at the same stage of 1992.

The trust, also advised by Ivory & Sime, reported net income for the half year to end-June of FL2.83m (FL3.49m) for earnings of FL0.11 (FL0.14) per share.

The interim dividend is maintained at FL0.08.

Sphere

Net asset value per zero dividend share of the Sphere Investment Trust rose from 71p to 80.4p over the 12 months ended June 30.

At the end-December 1992 year-end the figure stood at 75.5p.

For the income and residual capital shares the figures were 36.7p, 19.4p and 24.4p respectively. All figures were after deduction of prior charges at par.

Available revenue for the half year to June 30 rose from £1.96m to £2.81m, for earnings of 2.31p (1.61p)

FULCRUM INVESTMENT TRUST P.L.C.

Results for the period ended 30 April 1993		
	18 months ended 30 April 1993	12 months ended 31 October 1992
Net Revenue before Tax	£1,464,883	£383,898
Dividends per Income Share	13.07p	9.20p
Net Assets per Valuation	£17,400,035	£3,380,648
Net Asset Value per Zero Dividend Share	111.03p	-
Income Share	0.83p	42.11p
Capital Share	48.11p	12.65p

Fulcrum has increased in size by approximately six times, which gives it much more flexibility and should put it in a position to search out and accept some interesting investment opportunities. In due course, we believe that the expected increase in corporate profitability in 1994 will justify higher share price levels in the U.K."

A.S. Clowes, Chairman

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National Power says output to fall by 13%

By Michael Smith

NATIONAL POWER, the electricity generator, said yesterday it expected output to fall by 13 per cent to 95 terawatt hours this year as competition for its coal-fired plants from nuclear power and gas-fired stations increased.

The forecast reduction follows a 7 per cent fall to 109 terawatt hours last year.

Sir Trevor Holdsworth, chairman, told the company's annual meeting that it would be difficult to match profit growth of recent years. However, the current level of dividend cover provided scope for continuing increases in dividends.

Mr Brian Birkenhead, finance director, said the company intended to reduce dividends cover to about two and a half times, depending on market circumstances. Last year dividends were covered 3.1 times by earnings.

The City took news of prospective falls in market share calmly.

SG Warburg expects earnings per share growth this year to be about 10 per cent, against 15 per cent last year.

Mr Keith has a fixed three-year contract, running to January 1996. He was initially appointed on a salary of £15,000 a month for a two-to-three day week. That was increased to £20,000 a month for a three-to-four day week. He also receives £30,000 a year in pension contributions.

The company pays 75 per cent of his salary to a company of Sir Keith's with the rest directly to him. He has an incentive plan linked to the successful repayment of the bank debt.

A second interim dividend of 0.75p makes 1.5p (same) to date.

Mr Richard Griffiths, chairman, said decisive action had been taken to eliminate loss-making businesses, and there were plans to sell

St James's Place buys fund manager

By Tracy Corrigan

ST JAMES'S Place Capital, the investment company run by Sir Mark Weinberg and Lord Rothschild, is to acquire International Financial Markets Trading, the specialist fund management company, as part of its drive to become a focused financial services company.

The move follows SJPC's unbundling of its stake in RT Capital Partners earlier this week through a £137m cash and paper pay-out to shareholders, which reduced the size of the business by about a third.

SJPC has agreed with IFM's parent

company, Bermuda-based Walcingham, to purchase all outstanding shares in IFM for £3m (28m), comprising up of £2m in book value and £1m for goodwill. The existing management will also receive a share of this year's profits, which is likely to total some £3m in cash based on current expectations. Net profits before tax of IFM's continuing businesses were some £2.5m for the year ended December 31 1992.

The acquisition is subject to approval by Walcingham shareholders at a meeting on August 26.

IFM, set up in 1984 to trade its own capital, began to manage third-party funds in 1988 and currently has £455m

under management, invested by institutions and high net worth individuals.

The company specialises in the growing area of hedge funds, which apply quantitative techniques, often using derivative instruments, to investment management.

Mr Clive Gibson, a director of SJPC, said that future acquisitions could include other fund management businesses, possibly using more conventional fund management techniques, or niche banking or stockbroking businesses.

He described the company's approach as "opportunistic", adding that any acquisitions would be "high-margin,

focused financial services businesses."

SJPC's existing interests include insurance, through J Rothschild Assurance and fund management, through J Rothschild Investment Management, J Rothschild Capital Management and Global Asset Management.

On completion of the acquisition, Sir Mark Weinberg will become chairman of IFM and Mr Gibson will join the board.

One of IFM's existing institutional investors, American International Group, the US insurance company, is engaged in discussions to acquire a minority interest in IFM from SJPC.

Excalibur incurs £6m deficit and makes boardroom changes

By Maggie Urry

PRE-TAX losses of £8.2m for the year to April 30, a halved dividend and a new position of group chief executive were announced yesterday by Excalibur, the precision engineering and jewellery group.

The outcome compared with profits of £20,000 last time, restated from £1.1m after applying FRS 3.

However, Mr Michael Griffiths, chairman, said decisive action had been taken to eliminate loss-making businesses, and there were plans to sell

some assets to strengthen the balance sheet, which was just over 100 per cent geared at the year end.

The shares rose 1.5p to 13p. Earlier this year they had jumped on bid speculation to 20.5p, but fell back when talks with a possible buyer ended in May.

Mr Richard Griffiths, the chairman's brother, is stepping down as managing director to be a non-executive, and Mr Arthur Church, is joining as group chief executive.

Group sales fell from £85.1m to £81.8m. Profits from precision engineering came to £2.05m (£2.35m) after losses of £500,000 at Hi-Tec. Gifford profits fell from £1.83m to £1.32m while jewellery losses rose to £1.81m (£1.14m). There were restructuring costs of £6.02m in precision engineering - where Hi-Tec will be merged with Burman on one site.

Provisions of £5.78m against the jewellery division and interest of £1.42m (£1.82m) contributed to the pre-tax loss.

Losses were 10.5p (0.1p). The final dividend is halved to 0.3p to give a total of 0.5p (1p).

Courtaulds joint venture with Allied Colloids

By Zhang Tingting

COURTAULDS, the international chemical materials company, has formed a 50-50 joint venture with Allied Colloids, the speciality chemicals company, to produce Oasis, a new super-absorbent fibre.

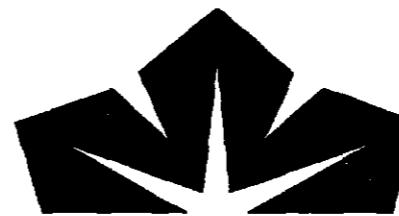
A £3.4m plant will be built on the Courtaulds Fibres site at Grimsby. The new company will employ about 25 people and production is expected to start in late 1994.

Initial annual capacity is targeted at 1,000 tons. As demand grows, capacity can be doubled at an estimated addition of

£2m, according to Mr Peter Fletcher, managing director of Allied Colloids.

Chemically similar to the polyacrylate powders currently used for their super-absorbent properties, Oasis is designed for use in disposable personal hygiene products, wrappings for optical and power cables and speciality non-woven products ranging from construction to horticultural and medical applications.

The move was seen as in line with the growing trend to diversify risks and spread the costs of research and development in the industry.



B.A.T. INDUSTRIES

Interim dividend up 8%,
a significant increase
over inflation

First half unaudited results
to 30 June 1993

PRE-TAX PROFIT	£906m	+35%
EARNINGS PER SHARE	19.6p	+66%
DIVIDEND PER SHARE	7.9p	+8%

- Record pre-tax profit for the half year of £906 million.
- Tobacco trading profit of £623 million, including £135 million profit on strategic exchange of brands.
- In financial services, profit from continuing general business up 75 per cent to £205 million; life profits up 10 per cent to £155 million.
- "The current year demonstrates the strategic value of having a strong position in financial services, as well as in tobacco. The interim dividend of 7.9 pence provides shareholders with a significant increase over the current rate of inflation."

Sir Patrick Sheehy, Chairman

Blood, sweat, tears and Spears

Andrew Baxter on the medicine being applied to aid recovery at Jones & Shipman

THIS COMPANY never used to have a make-or-buy policy. It made," says Mr John Wareing, managing director of Jones & Shipman, the Leicester-based company which is one of the most famous surviving names in Britain's machine tool industry.

"When I arrived in 1990 they made their own packing cases. They were the best packing cases in the world but it wasn't cost-effective," he recalls.

J&S no longer makes packing cases, but it is not out of the woods yet.

This week, Mr Wareing will be meeting an unidentified trade investor, believed to be a continental European machine tool company, which may take a stake in the company as part of a possible new equity issue.

The talks could herald a new start for a company founded in 1899 but which until recently was "a dinosaur dying on its feet," according to Mr Len Weaver, chairman. They could also lead to the kind of cross-border collaboration that the fragmented, financially weak European machine tool industry badly needs.

Over the years, J&S has suffered from the same problems that bedevilled other UK machine tool companies now long departed - technological conservatism, arrogance towards customers, and an inward-looking management prone to infighting.

Its big problem in the current recession, though, was its manufacturing strategy. "If you've got a big machine shop, and that's no work coming through it becomes a massive overhead," says Mr Wareing.

As sales dived from £20.9m in the year ended March 1990 to £15.9m in 1991-92, turning a £2.1m pre-tax profit into a £7.35m loss, Mr Wareing tried everything to stem the flow of red ink. The workforce was cut from 750 in 1990 to 520 by last July, short-time working was introduced, but, he says, "all the medicine was not going to work."

Eventually, last July, Mr Wareing unveiled a strategy that would be the last chance for survival. J&S would sell its honing and small tools busi-

nesses to concentrate on its core business of grinding machines, virtually ending in-house machining of parts by switching to out-sourcing, and reduce its manufacturing space.

A year later, the main machine shop at Leicester is unrecognisable. Empty areas are roped off, the manufacturing space has been reduced by more than half, and the overall workforce has been cut to 324 and will level off at 260 by October.

It has been a year, says Mr Wareing, of "blood, sweat, tears and Spears" - a reference to Mr Alan Spears, the new manufacturing director who joined the company last August.

"We couldn't have done all this with someone who had been here 20 years and had a sentimental attachment to anything," says Mr Wareing.

Mr Spears and his team visited 584 suppliers, visited 178 and signed up 12, all from the UK, for long-term supply deals. This will rise to 25 soon as ad-hoc outsourcing is converted into long-term arrangements.

The effect on the company's operating ratios has been equally dramatic. Break-even levels have been halved in the past two years, says Mr Wareing, and a third of the reduction has come in the past year. Meanwhile, Mr Wareing has slashed the J&S management from 39 before the recession to just 16.

There is a long way to go, but Mr Wareing is now much less worried about J&S' competitiveness against its continental rivals - companies like Eib and Blohm of Germany and Switzerland's Mägerl and Kellenberger, which all subcontract as a matter of course.

Unfortunately, however, the restructuring has gone awry financially. Originally, J&S believed it could fund it internally, but this has not happened for three reasons:

• The small tools business was sold in February to a division of Suter for £780,000, but Mr Wareing decided to keep the honing machine business, realising the potential of selling grinding and honing machines as a package.



John Wareing: with sales plummeting everything was tried to stop the flow of red ink

• One plot of vacated land next door to the main factory has been sold subject to contract, but two others are unsold. "I'm not going to sell the family silver at silly prices," says Mr Wareing;

• The recession has continued to depress order books.

Mr Wareing does not want to borrow any more, preferring to keep gearing at its current level of 40 per cent. Instead, he says: "We now need to convert some debt into equity by going to the City for some money."

How much, and in precisely what form, is not clear but Mr Wareing is hoping institutions will line up behind the trade investor to provide the cash.

The deal, he concedes, is very important for J&S. "It will give us the headroom to complete the reorganisation, continue with our product development programme and take the business forward."

In spite of its past mistakes, J&S deserves to survive and prosper. Its shares may have plummeted from a 1990 high of 177p to 22p yesterday, valuing it at £2.65m, but it is one of the biggest and most innovative UK machine tool builders and employers.

The identity of the trade investor is likely to be revealed

in September, and 1992-93 results have been delayed because of the talks.

Some observers believe the best solution would be a German partner. J&S acknowledges it is very weak in the German market, which in spite of its current doldrums is still the most important market in Europe.

Two things seem certain about the planned equity issue. In the current climate in the European machine tool industry, the deal will be mutually beneficial. And shareholders, which include Postel, Invesco and Prudential, will suffer some dilution depending on the terms.

However, Mr Wareing is the sort of no-nonsense executive that the City likes to see running engineering companies, and seems to have investors on his side.

"He's delivered on virtually everything he promised, which is not an easy job in a company with so many traditions," says one institution.

"The proposals don't cause us a problem, and our main point of concern is that the company survives and goes forward."

INVITATION TO TENDER FOR THE HIGHEST BID FOR THE PURCHASE OF THE ASSETS OF "THESSALIKOS VAMVAX A.E.B.E." OF ATHENS, GREECE.

"ETHNIKI KEPHALEOU S.A. Administration of Assets and Liabilities" of 1, Skoutelou Street, Athens, Greece, in its capacity as Liquidator of "THESSALIKOS VAMVAX A.E.B.E." a company having its registered office in Athens, Greece (the "Company"), which is presently under the status of special liquidation according to the provisions of article 46a of Law 1892/1990 (as supplemented by article 14 of Law 2000/1991).

Announces a call for tenders for the highest bid by submission of sealed binding offers for the purchase by public auction (the "Auction") of the assets of the Company, as a single whole.

The Company was established in 1979. Its activities were the ginning, the processing of cotton and its by-products, as well as the marketing and exportation of cotton and ginning products. In 1992 the company was declared bankrupt and under liquidation. The Company's Assets include: (1) An Industrial Complex of cotton ginning, which is located in the village of Filia (Karditsa area) position Haliakali - outside the city plan consisting of 8 areas with total surface of 7,000 m². The complex is built on a plot of approximately 24,750 m². (2) Complete ginning equipment and (3) various other assets such as technical installations, office equipment, trade name, etc.

OFFERING MEMORANDUM - FURTHER INFORMATION:

Interested parties may obtain an Offering Memorandum respect of the Company and the assets thereof and any further information, upon execution of a confidentiality agreement.

TERMS AND CONDITIONS OF THE AUCTION:

1. The Auction shall take place in accordance with the provisions of article 46a of Law 1892/1990, the terms and conditions set forth herein and the Terms and Conditions of Sale contained in the Offering Memorandum. Such provisions and other terms and conditions shall apply irrespective of whether they are mentioned herein or not. Submission of binding offers shall mean acceptance of such provisions and other terms and conditions. Submission of offers in favour of third parties to be appointed at a later stage shall be accepted under the condition that express mention is made in this respect upon the submission and that the operator shall give a personal guarantee in favour of such third party.

2. **Binding Offers:** For the participation to the Auction interested parties are hereby invited to submit binding offers, not later than the 26.8.93 at 11:00 hour to the office of the Athens Notary Public Mr Evangelos Dracopoulos, address: 19, Voukourestiou Str. (2nd Floor) Athens 106 71, Greece, tel: +30-1-321.9732. Offers should clearly state the offer price and the delivery date of the assets. The offer price may be a single sum or a series of instalments, the interest rate and the payment period and the annual interest rate. In the event of no determination of a) the way of payment, or b) whether the instalments bear interest and c) the interest rate, shall be deemed stat a) the offered price is payable immediately in cash, b) the instalments shall bear no interest and c) the interest rate shall be the legal rate from time to time in force (presently 31% yearly). Binding offers submitted later than the prescribed time limit, as referred to hereinabove, shall neither be accepted nor considered. The offers shall be binding until adjudication.

3. **Letters of Guarantee:** Binding offers must be accompanied by Letters of Guarantee, for an amount of drs. SIXTY MILLION (60,000,000), issued in accordance with the draft form of Letter of Guarantee contained in the Offering Memorandum, by a bank legally operating in Greece, to be valid until the adjudication. In the event of non-compliance with the provisions and other terms and conditions referred to in paragraph 1 hereto, the Letters of Guarantee shall be forfeited as a penalty.

4. **Submissions:** Binding offers together with the Letters of Guarantee shall be submitted in sealed envelopes. Submissions shall be made in person or through a duly authorised agent.

5. **Delivery:** The documents of the binding offer shall be presented by the above mentioned Notary Public in his office, on the 26th of August 1993, at 12:00 hours. Any party having duly submitted a binding offer shall be entitled to attend and sign the deed affecting the unsealing of the binding offer.

6. **As Highest bidder:** As highest bidder shall be considered the participant, whose offer will be judged, by the 51% of the Company's creditors (the "Creditors"), in their absolute discretion upon suggestion of the liquidator, to be in the best interests of all the creditors of the Company. Mention is made that for the purposes of evaluating an offer proposed to be paid in instalments, the present value thereof shall be taken into account, which shall be calculated on the basis of a discount interest at an annual rate of 22% compounded yearly.

7. The liquidator shall give written notice to the highest bidder to appear on the date and place mentioned therein and execute the contract of sale in accordance with the terms contained in his binding offer and/or any other improved terms, which may be suggested by the Creditors and agreed upon. Adjudication shall be deemed to take effect upon execution of the contract of sale.

8. All costs and expenses of any nature in respect of the participation and the transfer of the assets offered hereby for sale shall be exclusively borne by the participants and the purchaser respectively.

9. The liquidator and the Creditors shall have no liability or obligation whatsoever towards the participants in relation to the execution of the offer or the appointment of the highest bidder or any decision to repeat or cancel the Auction. Neither the liquidator nor the Notary Public shall have any liability for any legal or actual defects of the assets. Submission of binding offers shall not be deemed to constitute any right for the adjudication nor the participants shall acquire any right, power or claim from this invitation and/or their participation in the Auction against the liquidator and/or the Creditors for any reason whatsoever.

10. This invitation has been drafted in Greek and translated in English. In any event that Greek version shall prevail.

For obtaining the Offering Memorandum and for any further information please apply to the liquidator of the company "ETHNIKI KEPHALEOU SA Administration of Assets and Liabilities", address: 1 Skoutelou Str., Athens 10661, Greece, tel: +30-1-321.9732, fax: +30-1-321.79.05 (attn Mr Athan. Chrysafidis).

FINANCIAL TIMES

EAST EUROPEAN BUSINESS LAW

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This announcement appears as a matter of record only.



MEXICO DESARROLLO INDUSTRIAL MINERO, S.A. DE C.V.

Industrial Minera México, S.A. de C.V.
Mexicana de Cobre, S.A. de C.V.

\$400,000,000
Consolidating Facility
Medium Term Pre-Export Financing

Agent
Internationale Nederlanden Bank N.V.

Co-Agents
Banque Paribas Chemical Bank

Co-Leads
Banco Mexicano, S.A.
Banque Française du Commerce Extérieur
Société Générale
Banque Nationale de Paris

Funds provided by

Internationale Nederlanden Bank N.V.
Chemical Bank
Bancomer, S.A.
Deutsche Bank AG
Banque Indosuez
Generale Bank
Banque Paribas
Banco Mexicano, S.A.
Banque Française du Commerce Extérieur
Société Générale
Banco Latinoamericano de Exportaciones, S.A.
Banque Nationale de Paris
Generale Bank
Banque Worms

The First National Bank of Maryland
ASLK-CGER Bank NV-SA
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Internationale
Nederlanden
Bank
April 1993

Has the
economic
miracle
come to an
end?

The Financial Times Survey on Japan will be published tomorrow. An authoritative insight into what is happening in a country which is now experiencing political upheaval and recession.

The survey will examine Japan's political and financial problems and look at its changing position in the world following the end of the Cold War.

FT. Because business is never black and white.

SIEMENS

Information for Siemens shareholders

Major projects compensate for weak economy

Business at Siemens proved generally resilient in the first nine months of fiscal 1993, despite the weakened economic environment. While German domestic orders continued to decline, the company recorded a turn toward modest growth in its international business. Overall, Siemens showed a 2% increase in sales and a 5% drop in orders over the same period last year. Income after taxes rose 1%.

Orders

In the period under review, Siemens booked orders worth DM59.9 (1992: DM63.1) billion. The weakened domestic demand registered in the first two quarters continued. In the first nine months of the year, German orders declined 12% to DM26.6 billion, down from DM30.3 billion the previous year, when a surge in major projects resulted in above-average figures. Despite the adverse impact resulting from the devaluation of important European currencies against the German mark, international orders climbed 2% to DM33.3 (1992: DM32.8) billion. This growth was largely attributable to major plant and systems projects: a broad international economic recovery is still not discernible. Following three years of strong expansion in Germany and abroad, the activities of the operating groups involved in infrastructure business have eased off at a high level. Market weaknesses in the industrial standard products sector have persisted. The Transportation Systems and Power Generation (KWW) Groups, in particular, showed growth, while business in the Public Communication Networks Group was below last year's high level. The Semiconductors, Passive Components and Electron Tubes, and Electromechanical Components operating units continued to show high growth rates in the third quarter, profiting from the strong worldwide demand for components since late 1992.

DM billion	1/10/91 to 30/6/92	1/10/92 to 30/6/93	Change
Orders	63.1	59.9	-5%
German business	30.3	26.6	-12%
International business	32.8	33.3	+2%

DM billion	1/10/91 to 30/6/92	1/10/92 to 30/6/93	Change
Sales	55.0	55.8	+2%
German business	25.9	25.1	-3%
International business	29.1	30.7	+6%

'000s	30/9/92	30/6/93	Change
Employees	413	401	-3%
German operations	253	246	-3%
International operations	160	155	-3%

DM billion	1/10/91 to 30/6/92	1/10/92 to 30/6/93	Change
Personnel costs	24.9	26.3	+6%

DM billion	1/10/91 to 30/6/92	1/10/92 to 30/6/93	Change
Capital expenditure and investments	6.2	4.7	-24%
Net income after taxes	1,311	1,324	+1%

unaudited accounts

Siemens AG, Berlin and Munich

FINANCIAL TIMES THURSDAY JULY 29 1993

COMPANY NEWS: UK

Paul Abrahams sets the scene for today's ICI result
Relaunch into more enterprising culture

IMPERIAL Chemical Industries, flagship of British manufacturing industry, will today announce its first results without Zeneca, its recently floated bioscience operations.

Mr Ronnie Hampel, ICI's new chief executive, will have the opportunity to describe how he intends to navigate the world's sixth largest chemical group through the malaise that has overwhelmed the sector.

The demerger's aim is to allow ICI executives to concentrate on a narrower range of businesses, and to release what Mr Hampel calls "creative management energies."

ICI is being relaunched with a very different and much more enterprising and profit-conscious culture, he argues.

ICI could have done with some creative management in the past. As Mr Hampel admits: "Our focus on profitability was less good than it should have been. ICI did not drive its businesses, good or bad, hard enough."

Management will need to be especially creative, the trading environment is grim and Mr Hampel's targets are challenging. Each business will be required to achieve a rate of return on assets employed of at least 20 per cent on average over the next five years.

His ability to achieve such targets will depend partly on management and partly on the economic cycle.

The company is two thirds of the way through a three-year restructuring programme aimed at saving £400m a year.

About 17,000 jobs have disappeared. A further 7,000 will go over the next three years, and another 8,000 through disposals of non-core and under-performing businesses, according to Mr Hampel.

However, such measures may only allow ICI to stand still, given the poor business environment. Most of the group's activities are heavily cyclical, capital-intensive operations whose profitability is volume-related.

Prices for ICI's products will have to improve before it can start increasing profits significantly. Mr David Ingles, chemical analyst at brokers James Capel, explains: "Prices depend



Ronnie Hampel: chance to describe his navigation skills

upon the demand and supply balance and this is almost impossible to predict in terms of either its extent or timing."

On the plus side, about a quarter of ICI's turnover is in the US, where a patchy recovery is happening. A further 20 per cent is generated in the fast-growing Asia-Pacific region, although some of that is in Australasia. The UK market, which accounts for about 25 per cent of sales, is also recovering, but slowly.

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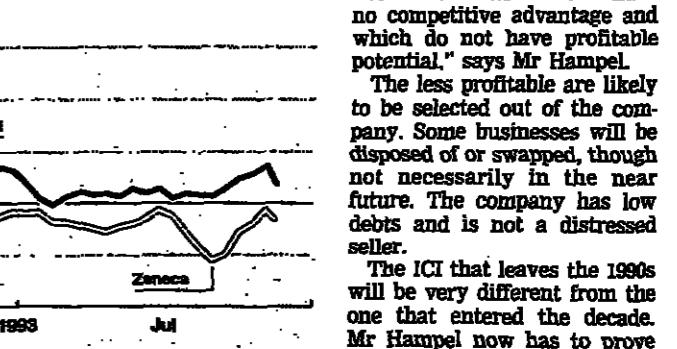
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Zeneca faces struggle to beat hostile environment

ZENECA, ICI's recently floated bioscience business, could not have been born at a more inauspicious time. Its pharmaceuticals, agrochemicals and specialities businesses are all struggling in an extremely hostile environment.

Healthcare reform in Germany and Italy have stunned the European drugs market, which is now static compared with an 8 per cent increase last year.

Reforms in France and the UK, as well as additional measures in Germany, are expected over the next 12 months.

In the US, reforms are also being prepared by the Clinton administration, although the expanding power of bulk buyers of healthcare will probably have more impact than any reforms.

Meanwhile, Zeneca's pharmaceuticals division is struggling with the US patent expiry of its best-selling drug, the heart treatment Tenormin. Once the world's fifth top-selling drug, with sales of £650m, its US sales have halved in less than 12 months.

As for the agrochemicals sector, in which Zeneca is the second largest after Ciba of Switzerland, it is struggling with higher development costs - a direct result of greater regulation and a stagnant market.

The reforms of the Common Agriculture Policy have knocked the European market, the world's largest, backwards.

Speciality operations are also suffering from the general recession. Mr John Mayo, Zeneca's finance director and architect of its split from ICI, admits the division's results are unacceptable.

Zeneca's most important operation is the pharmaceuticals division, with sales last year of £1.6bn. The best way of dealing with the new price-conscious drugs environment would be to compensate with innovative compounds that can drive growth through volume.

Zeneca has four products with fast expanding sales. Three: Zoladex, Nolvadex and Diprivan, are hospital products and protected from the worst of the healthcare reforms in Germany and the US. The fourth is Zestril, a heart drug, which must struggle against a large number of competitive products in the same class. The group will have its work cut out to differentiate the product, particularly in the US.

still dominates the company. It made sales last year of £3.5bn, 42 per cent of group turnover, and lost £17m in the process.

The medium-term outlook for industrial chemicals remains grim. Prices of PVC - of which ICI's partly owned subsidiary EVC is Europe's largest manufacturer - have fallen from a peak of DM1.85 in 1989 to DM1 during the second quarter of this year.

In the longer term, investors are betting that the division's profitability will recover to the peak levels of 1989, when as industrial products it reported trading profits of £789m on sales of £5.7bn.

But even if demand picks up, it is doubtful that profits will reach such levels.

Mr Ingles reckons that there will be no repeat of the rapid recovery seen in the 1980s and the massive imbalance between supply and demand is likely to dominate the sector for many years. One leading manufacturer of titanium dioxide - ICI is the world's second largest producer - thinks that it could be 1997 before demand catches up with supply.

Mr Hampel recognises that most ICI businesses are cyclical and there is little he can do to change cyclical fluctuations in demand. He says the company has a simple overall objective - to enhance shareholder value by developing businesses selectively and profitably.

"Gone are the days when ICI could afford to carry businesses in which we can have no competitive advantage and which do not have profitable potential," says Mr Hampel.

The less profitable are likely to be selected out of the company. Some businesses will be disposed of or swapped, though not necessarily in the near future. The company has low debts and is not a distressed seller.

The ICI that leaves the 1990s will be very different from the one that entered the decade. Mr Hampel now has to prove that it can be more profitable.

These four products will start to stagnate in 1996 or 1997, according to Kleinwort Benson analysts. After that, growth will depend upon new products such as the antibiotic Merrem, and Casodex, a treatment for prostatic cancer. Beyond that is Accolate, an asthma treatment, and Seroquel, a therapy for schizophrenia.

Zeneca has thoroughly reorganised its research and development activities in recent years. Its management maintains that all being equal its drugs should not fail during the development process, like some of its earlier compounds such as Statil and Corwin.

In the meantime, Zeneca's management must show its teeth in adapting to the new environment. Other pharmaceuticals groups have been busy adjusting their cost-bases to adapt to the new circumstances in Italy, Germany and the US. Zeneca has laid off about 100 pharmaceutical sales representatives in the US.

Additional cuts may be necessary in the pharmaceuticals division, and will certainly be obligatory in the specialities businesses, which last year generated operating profits of only £26m on sales of £230m.

Zeneca's agrochemicals business generated sales last year of £1.2bn. Its future is secure, but profitability is a problem and competition is becoming tougher.

A series of mergers and acquisitions are creating significant opposition. Shell's business has been acquired by American Cyanamid; Rhone-Poulenc of France has linked up with Sumitomo of Japan; and Schering, the Berlin-based group, is forming a joint-venture with Hoechst of Germany, which in turn is taking on the agrochemicals business of its majority-owned subsidiary Roussel-Uclaf of France.

In the immediate future, Zeneca's agrochemicals business may surprise, following useful operations will find the going ever-tougher.

Zeneca's management insists the company is sufficiently large to cope with the new harsh environment. That may be so. But Zeneca will have to be nimble. Freed from the deadening hand of ICI's Millbank headquarters' bureaucracy, the company must now show it can adapt quickly enough to survive.

TECHNOLOGY

The telephone has joined forces with the computer to become a potent marketing tool, writes Della Bradshaw

On the line to a wider service

How popular are telephone-based services?

To businesses	UK	France	Netherlands	European average
Basic (number of respondents)	74	78	53	71.4
Application	%	%	%	%
Financial	55	30	42	51
Purchasing	65	49	30	58
Services/help lines	32	25	26	40
Government/public information	18	34	28	36

To consumers	UK	France	Netherlands	European average
Basic (number of respondents)	75	79	52	70.2
Application	%	%	%	%
Entertainment	15	8	2	13
Televoting/fund raising	28	30	23	32
Financial	28	41	38	37
Shopping/promotions	29	32	60	36
Services/advice lines	38	43	33	50
Government/public information	28	49	40	44

Source: Eurodata Foundation '1993 Eurodata Premium Rate Services Report'

Sexy chat lines and quiz games have meant fast bucks for the telephone service companies and a bad reputation for premium-rate telephone calls.

But increasingly, audiotex, which combines computer processing power with traditional telephone services, is being used as a marketing tool to improve customer service and sell more products, be it bottles of beer or airline tickets.

UK furniture retailer Maples, for example, decided to use a special telephone service to back up its national press advertising. When the adverts appeared, the company needed one number which potential customers could call to inquire about the colour and fabric of sofas or chairs.

"Rather than try to train third-party people about our business we decided to use the trained staff out there in our stores who already knew our business," explains Mark Collier, marketing operations manager for Maples. "So the object of the exercise was to find a way of putting our customers directly in contact with their local store."

The answer was to advertise a single telephone number and then automatically divert callers to their nearest Maples shop. This was achieved by matching the national map of post codes with a similar map of telephone numbers – when the customer calls, a computer recognises his or her number and then ascertains the nearest store.

When the stores are closed, a recorded announcement gives the location of the nearest store and invites customers to call back the following day.

The 21 Maples stores receive between 300 and 400 calls a month as a direct result of the service. But the success of the venture is difficult to determine, other than through anecdotal evidence, says Collier. "In conversations with our store managers quite a few have commented that people have called about the adverts and then come into the stores and bought something. What we do know is that we sell a lot more of the suites that we advertise than those that we don't."

In the US, audiotex services are a way of life – freephone calls are a \$75bn (£50bn) market and 25 per cent of all long-distance traffic there carries freephone calls. In the UK, worried about adult, or "pink" services and complaints from angry parents about their teenage offspring clocking up large telephone bills have tended to hamper the market. As a result business services are only just beginning to establish themselves.

These days, 25 per cent of all television adverts in the UK carry an 0800 number. "In the UK, we're heading towards more serious busi-

ness services," says Jacqui Howett, business development director of Legion, the London-based voice processing company which specialises in setting up telephone services for clients such as Maples. "More and more services are business to business."

The UK is not the only European country where this is happening. According to a recent Eurodata report on premium-rate services, the European market for such services will grow from \$1bn in 1992 to more than \$2bn in 1995.

Maples' decision to operate a business audiotex line was taken because it was "very cheap and easy to operate," says Collier. "It is an easy system to manipulate and manage if we open a new store."

Maples uses an 0345 number, so callers pay as if for a local call and Maples pays the rest of the charges – less than £5.00 a year in total. The alternatives would have been to use an 0800 or 0500 number, where the call would have been free to the caller, or a premium rate number, prefixed with codes such

as 0891 and 0839 where the caller pays a premium rate of 36p or 49p a minute. "When we started off, we didn't know how many calls would be made or how much it would cost, so we thought the fairest thing was to go for a half-way house."

Eventually people will begin to look at telephone lines as they do a traditional coupon on an ad'

explains Collier. "We didn't want to make money, that didn't sit very comfortably."

Other companies are not so reticent. Many companies now run competitions which involve telephoning at the premium rate to give the correct answers. "It can bring a number of benefits to the brand," says Matthew Hooper, managing director of marketing communications company Interfuser. "It can extend the budget and can be re-in-

vested in the campaign. Or it sometimes gives the funds for a mail shot of information."

Charities are also big users of premium-rate lines. The choice depends on the objective, says Howett.

"If the objective is to generate revenue to help cover the costs of the promotion, then premium-rate calls are the answer. If you want to create a customer database, then an 0800 number is best. If you don't want to overcharge but you want to eliminate every Tom, Dick and Harry that calls on a freephone line, then an 0345 is the answer."

For many companies, automated answering is seen as a way of reducing costs. "Faced with the ever rising cost of employing live telephone agents, telemarketing operations are increasingly looking to use automated telemarketing to supplement their live agent operations," Howett says. "The beauty of automated systems is that you only pay for the calls you receive, not for an operator sitting there all day."

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COMMODITIES AND AGRICULTURE

Coffee producers meet to thrash out cartel details

By Bill Hincherberger in São Paulo

LATIN AMERICAN coffee producers today begin a two-day meeting in Rio de Janeiro to thrash out details of the exporters' cartel through which they hope to drive up prices from the present depressed level.

They have already succeeded in lifting world market values from the recent 20-year lows by agreeing to withhold 20 per cent of scheduled shipments.

Today's gathering will define the statutes, location and budget of the new producers' association. This is intended to fill the gap left by the collapse in July 1988 of the export quota system operated by the International Coffee Organisation, following which world prices, already depressed at the time, slumped by another 60 per cent.

Delegates at this week's meeting will also consider the price level at which stocks would be released to the market. Mr Jair Coser, president of the Brazilian Federation of Coffee Exporters, has suggested that it could be between \$8 and 90 US cents a pound, a range reported to be favoured by Colombian producers.

That target is modest compared with the \$1.20 to \$1.40 range the ICO, a producer-con-

suming group, was attempting to defend until 1988.

The Brazilian private sector has proposed that the amount retained be reduced to 10 per cent if the price rebounds further, but that idea was given a lukewarm response when put to Tuesday to Mr José Eduardo de Andrade Vieira, minister of industry and commerce, according to Mr Coser.

However, Brazilian officials, influential in negotiations because they represent the world's biggest exporter, appear to be keeping an open mind. "The possibility exists of a trigger scheme," said Mr Gilson Ximenes, director of the National Coffee Department of the ministry.

The Rio de Janeiro meeting is a lead up to a gathering of all of the world's major coffee exporters scheduled for August 16-17 in Uganda. The final accord is scheduled to be signed September 16 in Brasilia and ratified in October.

Discussions on a producers' association to regulate stocks and try to boost international prices began after the collapse earlier this year of talks aimed at revitalising the ICO.

Individual countries are already outlining domestic retention schemes, which the cartel is likely to police with the help of an international auditing firm.

Miners unhappy with aboriginal land decision

THE AUSTRALIAN federal government has moved to dampen a heated national debate over native land claims, granting some rights to aborigines over mining leases but overriding claims to residential and pastoral land, reports Renner from Canberra.

Special minister of state Mr Frank Walker, leading negotiations on the issue, said the cabinet decision should allay aborigines' concerns over mining on native lands.

"The government has decided that we will give aborigines the same rights as everyone else in the community, a right to negotiate and then if that doesn't work a tribunal will arbitrate," Mr Walker said in a radio interview.

The issue has flared up in the past few months following land claims by aborigines on the basis of a landmark 1992 high court ruling that their native title to Australia had not been extinguished by white

settlement in 1788.

As a result aborigines theoretically can lay claim to vast parts of Australia, including prospective mining areas.

Mining industry leaders criticised the ruling and warned that it threatened foreign investment.

The Australian Bankers' Association yesterday called for an end to uncertainty over land title, saying its members were reluctant to lend to businesses in areas subject to a native title.

The compromise does not give aborigines a veto over mining on native lands but the right to negotiate and refer disputes to a new tribunal, government officials confirmed. But the government could still override a tribunal decision if it was not regarded to be in the public interest, they added.

Mr Walker said that mining companies whose leases on native land expired would also have to negotiate with aborigines to renew them.

EC farmers 'misled over set-aside'

By Alison Maitland

THE EUROPEAN Commission has misled member states and their farmers over the timing of new rules governing land to be taken out of production under the reformed common agricultural policy, UK farmers said yesterday.

Commission proposals on fixed areas of land that can be left fallow for five years were due by the end of this month but failed to appear as expected on the agenda at yesterday's meeting of EC commissioners, said Mr David Naisch, president of the National Farmers' Union.

"We are bitterly disappointed and frustrated at the lack of co-operation the UK has received from the commission," he said in a letter of protest to Mrs Gillian Shephard, UK agriculture minister.

Farmers urgently needed to know details of the new scheme so that they could plan their autumn crop planting, said Mr Naisch, who accused the commission of having little or no interest in providing the legislation.

The delays in sorting out this issue also make nonsense of any attempt on the part of farmers to manage the countryside and the land generally in an environmentally beneficial way," he said.

Farmers who left land fallow in the last five-year set-aside scheme, which is just ending, were also anxious to know whether they will continue to be paid to keep it all unplanted, he said. About 1,100 English farmers put 33,000 hectares into set-aside under the old programme.

Last year's CAP reforms introduced direct payments to arable farmers as compensation for cuts in EC support prices, provided they set aside 10 per cent of their land on a rotating basis.

It is the rules for non-rotating set-aside, due to start next January, that are awaited. Farmers want to know if they can take more land out of production than the 10 per cent minimum put forward by the commission and still receive full compensation, and whether they can mix fixed and rotating set-aside.

Without the rules, farmers may have to wait until the spring to sow, achieving lower yielding, less profitable crops, said the NFU.

The union believes the reason for the delay is that the new proposals have become entangled in attempts by other member states such as France and Germany to reduce the length of the six-year scheme for rotating set-aside.

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S Africans abandon reserve on gold hedging

Miners have made more forward sales than many thought, writes Philip Gawith

UNTIL RECENTLY South African mining houses had an almost theological view of gold. There was no such thing as a pricing policy - you were simply expected to believe in the metal and the price would inevitably rise. In the words of one industry newcomer: "You were supposed to leave the market to God".

In consequence, compared to North American and Australian producers, South Africans remain novices at gold hedging. They have, however, progressed well beyond theology as was revealed in a blast of glass last week when producers, celebrating the recent rise in the metal price, stumbled over each other in the rush to release details of their forward positions.

Anglo American, the world's largest producer, released details of its forwards sales for the first time, as did its associate Johannesburg Consolidated Investments. Gengold, the gold arm of the Gencor group, also offered more detail than in the past about its forward sales strategy.

The picture that emerges is that South Africa is selling forward more gold than many thought in the year to June 1994, about 17,000 (the figure is not precise as Randgold does not publicise the extent of its forward sales) or 28 per cent of production, which is on course for about 61,7 tonnes in 1993.

The broad picture, however, disguises some significant divergences between the different mining houses in terms of strategy. Some are clear winners and some equally obvious losers, with the associated rewards and penalties considerable.

A variety of reasons were put forward for the improved disclosure. Foremost among these was shareholder pressure, cited both by Mr Kennedy Maxwell at JCI and Mr Gary Maudé at Gengold. Mr Maxwell said that with the recent reversal in the price trend, investors were very anxious to know the extent to which various mines were exposed to the spot price.

Mr Clem Sunter, chairman of Anglo's gold and uranium division, cited two different reasons: that the company had achieved the aims of its hedging policy; and that it was no longer active in the market (and hadn't been since April).

The aim of the policy, said Mr Sunter, was to keep marginal mining areas at full production. That the policy has worked is illustrated by the fact that Anglo is producing more gold than three years ago, while its workforce has

risen recently from about R32,000 to R42,000 a kilogram cost bracket compared with a price of R31,283 a kilogram.

"We had very, very good reasons to protect ourselves," he says. "We're hedging to stay in business, not to make extra income."

Hedging, of course, is a double-edged sword. The price of securing insurance against lower prices is missing out on the potential bonanza should prices rise sharply, as they have recently, from about R32,000 to R42,000 a kilogram in three months. Mr Maudé is thus painfully aware that, at current gold prices, earlier hedging is actually denying the group extra income. Gengold concedes, for example, that

hedging depressed its profits in the June quarter by about a third compared with what they would have made receiving the spot price.

Arguably those like Gengold - Randgold, the gold arm of the Rand Mines group, is another - who came fairly late to hedging have been doubly hurt. First, when cost pressures really started to weigh on the industry in about 1990, they missed out on the opportunity to lock in more favourable prices. Now, they find themselves having hedged large portions of their production at prices well below the present market level.

The consequences of these decisions are considerable. While Anglo is able to boast about hedging helping to protect jobs, Gengold has seen its workforce shrink to 49,000 from 90,000 in 1989. At Harmony, the largest Randgold mine, the workforce is down to 14,500 from 29,000 three years ago. At the very least, had these groups pursued hedging earlier, it is likely their job losses would have been less and the financial state of their mines would probably have been better.

That, however, is water under the bridge. What to do in future again presents agonising dilemmas, especially given the recent surge in the gold price. Excellent prices can be locked in now - R32,000 a kilogram.

Hedging aside, one sure trend in the months ahead is that the mines will take the opportunity offered by the higher gold price to access more marginal ore bodies, saving the higher grade deposits against the return of tougher times. Development work at the mines will thus be increased vigorously to reach these lower grade ore bodies, allowing mines more production flexibility and ultimately prolonging their life expectancy.

Mining lower grades, however, will push up unit costs and keep a damper on profit margins. But for mines that until recently were struggling to show any profit margin at all, that is the sort of problem they can live with.

Feathered herds give heavyweight profits

Matthew Kaminski on the rapid growth of US ostrich ranching

EVOLUTION DEALT the ostrich a mixed hand. The world's largest presumably oldest and certainly moodiest bird boasts a protective hide covered with motley coloured feathers, carries around 300lb of red meat and lays delicious eggs. Such impressive physical endowment has, unfortunately for the earth-bound avian, great commercial value.

African farmers have long realised the birds' potential. But in the US only recently have ostriches become a hot commodity. In fact, the US supply for this alternative cash crop remains solely in the hands of breeders, who sell the birds at inflated prices to satisfy demand.

Since ostriches were first introduced from South Africa in the mid-1980s the number of ranchers raising them has grown to about 3,000.

The ranches are usually small, but surprisingly profitable. An adult pair, which can produce between 30 and 120 eggs per year, now carries a \$60,000 price tag, which is still rising quickly. Two yearlings can be bought for about \$12,000 to \$15,000 and chicks, which require much care, are a bargain at \$3,000 each. No wonder many Americans with a backyard and a high fence have at least mulled over this investment.

Mr Howard W. "Bud" Kerr Jr, who runs the one-man (no window) small-scale farming office at the sprawling US Department of Agriculture, says he gets as many as 30 inquiries about ostriches each week.

At the Circle M Ranch in south-west Missouri, Mr Bob McLean has been raising ostriches since 1986, when he bought his first pair for only \$3,000. He now owns 35 birds, quite a lot by present standards, which are raised on a 75ft by 120ft plot.

Many such breeding ranches are run across the country's farm belt, especially in Texas, Oklahoma and Missouri.

It is not clear when the demand will be satisfied, though estimates range from five to ten years. Other large

scale agricultural commodities like Angus cattle and the Texas longhorn also were launched by a breeder's market.

The ostriches' potential under normal market conditions has not been questioned. The bird has many uses.

Ostrich flesh, already used to make jerky in Africa, caters to the demand for low fat and low cholesterol meat. Large-scale slaughter has not begun, but the meat, now taken from sterile birds, sells for \$6 to \$10 a pound. Health-conscious California has been cited as a possibly fertile future market.

The black, blue and white feathers, which on the European market bring \$50 to \$1,000 a pound, are used in feather dusters, fashion accessories, theatre costumes and pens. This is a renewable resource: an ostrich can be depilated twice a year.

But perhaps most coveted is the hide, used to make boots and brief cases. Tanned hides bring \$30 to \$50 a sq ft while custom "full quill" boots can cost as much as \$2,000.

There are other problems. Chicks often have a high mortality rate, usually a consequence of indigestion or inclement weather; the market for many ostrich products, particularly meat, remains untested; and prices are highly volatile.

Volatility may not be such a drawback, however, as US farmers are well known for having a strong speculative streak.



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MARKET REPORT

GOLD and SILVER powered ahead in afternoon trade on the London bullion market, largely ignoring the OTC options expiry but possibly reacting to strong US economic figures, dealers said. Gold closed above \$394 a troy ounce after fixing at \$393.15 in the afternoon, up from a morning fix of \$391.80. Earlier it was announced US durable goods orders rose 3.8 per cent in June, the biggest gain since December, and well above the average forecast 1 per cent. "The options were all covered, so it must have been the economic data which caused the buying," one dealer said. **BASE METAL** trading

was slow on the LME, and minimal interest was seen, although most markets ended steadier as sentiment showed signs of becoming more positive. **COPPER** continued to pay little heed to fundamentals, which are hardly supportive at present. Instead, the market again pushed higher against a backdrop of a developing squeeze between September and early October. **CHICAGO SOYABEAN** were falling at mid-session, under pressure from warmer and drier weather in the western US Midwest.

Compiled from Reuters

LONDON MARKETS

SPOT MARKETS

Crude oil (per barrel FOB/Sep) + or -

Diesel \$1.65-1.72 +0.05

Brent Blend (stated) \$1.72-1.78 -0.05

Brent Blend (Sed) \$1.72-1.78 -0.05

WTI (1 pm est) \$1.85-1.87 +0.05

Oil products (NWE prompt delivery per tonne CIF) + or -

Premium Gasoline \$1.95-1.97 +0.05

Gas Oil \$1.63-1.64 +1

Heavy Fuel Oil \$2.00-2.01 +0.05

Naphtha \$1.65-1.67 +1

Petroleum Asphalt Estimates

Other + or -

Gold (per troy oz) \$394.00 +0.50

Silver (per troy oz) \$15.55 +0.70

Platinum (per troy oz) \$404.00 +0.80

Palladium (per troy oz) \$140.00 +0.05

Copper (per troy oz) \$1.95-2.00 +0.05

Lead (US Product) \$4.85-4.90 +0.05

Tin (Malaysian) \$12.75-12.85 +0.25

tin (New York) \$22.85-22.95 +0.05

Zinc (US Prime Western) \$0.20-0.25

Aluminium (per troy oz) \$1.75-1.80 +0.05

Aluminium (per kg) \$1.75-1.80 +

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MANAGED FUNDS NOTES

Notes are in place unless otherwise indicated and these descriptions are subject to change. All information is current as of 20 August 1995. Prices of certain older investments listed below are subject to current values etc. An index is the Standard & Poor's UK 1000. A Portfolio premium indicates a % premium or discount to the current price in London. A Premium or discount to Current price indicates a % discount or premium to the Current price in London. A Transferable Security is a Offered price includes all expenses except agent's commission. A Premium price is the Net Current price + Commission. A Yield indicates Jervois Net Y. Earnings per share. A Yield is calculated based on Jervois Net Y. Earnings per share multiplied by estimated rates of NAV increases and decreases.

(1) Funds and SFA recognised. The regulatory authorities for these funds are: Currency Financial Services Commission; Central Bank of Ireland; Law of May; Financial Supervision Commission; Jersey; Financial Services Department; Luxembourg Institut pour l'Amélioration du Capital.

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Critical day for the ERM

THE BUNDES BANK helped to ease intense strains inside the European exchange rate mechanism yesterday after it cut the cost of lending short term funds to commercial banks by a slightly larger sum than had been expected, writes James Bunn.

The lowest accepted bid for 14 day funds in the Bundesbank's weekly money market operation was 6.95 per cent, slightly larger than market expectations of a cut to 7 per cent.

The move made a cut in Germany's discount rate very likely at today's council meeting, and helped to stop extraordinary falls in the values of the peseta and escudo in early morning trading. The French franc also rose back beyond the FF13.40 level against the D-Mark and closed in London at FF13.405.

But, despite yesterday's easing, there was uncertainty in the currency market over what the Bundesbank must do today if it wants to bring the crisis in the ERM to a halt.

Dealers in interest rate markets were anticipating a 50 basis point cut in the German discount rate today as a result of yesterday's move in the repo rate. But, now that this easing

is priced into the market, some analysts are uncertain what its actual implementation will mean for the French franc.

Mr Paul Chertkow, global currency strategist at UBS in London, said that the Bundesbank would have to cut the discount rate by at least 75 basis points today. Anything less could, in his view, trigger the collapse of the ERM.

The currency tension was all too clear yesterday morning after the peseta and escudo moved with a volatility that was described by one analyst as unprecedented.

After closing on Tuesday night at Pt80.89, the Spanish currency plummeted to a historic low of Pt82.30 against the German mark. The Portuguese escudo brushed its ERM floor against the D-Mark, bottoming out at Es102.35.

Intervention by the Bank of Spain and the Bundesbank rate cut helped to stabilise the Iberian currencies. The peseta

closed at Pt80.41 against the German currency.

Yesterday's tensions depressed the Belgian franc, forcing the authorities in Belgium to intervene in support of the currency. The Belgian franc bottomed out at the D-Mark before closing at BF70.66.

However, in the futures market, it was striking that the implied annualised volatility in the D-Mark/Belgian franc was at 7 per cent having been at 2.5 percentage points only a few weeks ago. Dealers clearly took a dim view of Belgium's commitment to keep the franc within 1% per cent fluctuations against the German currency.

Sterling suffered another fall against the D-Mark following strong speculation in interest rate markets that the UK could cut base rates in the next few weeks. The pound closed at DM2.5675 from a previous DM2.5700.

Liffe Long Gilt Futures Options

£50,000面值的100%

Strike	Call-settlements	Put-settlements	Strike	Call-settlements	Put-settlements
100	0.98	1.21	94-15	1.03	1.24
101	1.02	1.41	94-38	1.03	1.04
102	1.06	1.47	94-51	1.06	0.97
103	1.10	1.51	94-55	1.16	1.25
104	1.14	1.57	94-68	1.19	1.28
105	1.18	1.63	95-01	1.15	1.32
106	1.22	1.69	95-05	1.20	1.39
107	1.26	1.73	95-09	1.10	1.19
108	1.30	1.78	95-13	1.03	1.14
109	1.34	1.82	95-17	1.06	1.18
110	1.38	1.87	95-21	1.09	1.20
111	1.42	1.92	95-25	1.11	1.24
112	1.46	1.97	95-29	1.14	1.27
113	1.50	2.01	95-34	1.18	1.29

Estimated volume bid, Calls 3530 Pts 1740

Previous day's open bid, Calls 3520 Pts 1800

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4 pm close July 29

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

	Symbol	Name	Open	High	Low	Close	Chg.	Vol.	Cap.
High	Low Stock	DN	74	74	73	74	+1	1,200	
149	11-AAC Corp	0.48	0.36	0.35	0.48		+0.00	1,000	
203	20-A1 Ls A	1.00	0.72	0.42	1.00		+0.00	100	
253	24-A1 Ls B	1.00	0.78	0.22	0.80		+0.00	100	
723	72-A1 Ls C	1.00	0.78	0.22	0.80		+0.00	100	
23	1-AAC Corp	1.00	0.78	0.22	0.80		+0.00	100	
512	52-A1 Ls D	1.00	0.78	0.22	0.80		+0.00	100	
303	32-A1 Ls E	0.88	0.62	0.31	0.88		+0.00	100	
217	26-A1 Ls F	0.88	0.62	0.31	0.88		+0.00	100	
32	32-A1 Ls G	0.40	0.14	0.00	0.40		+0.00	100	
12	12-A1 Ls H	0.40	0.14	0.00	0.40		+0.00	100	
104	104-A1 Ls I	0.40	0.14	0.00	0.40		+0.00	100	
10	94-A1 Ls J	0.80	0.81	0.71	0.81		+0.00	100	
116	104-A1 Ls K	0.80	0.85	0.75	0.85		+0.00	100	
94	95-A1 Ls L	1.00	0.95	0.85	1.00		+0.00	100	
24	94-A1 Ls M	0.80	0.43	0.43	0.80		+0.00	100	
145	115-A1 Ls N	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls O	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls P	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls Q	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls R	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls S	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls T	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls U	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls V	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls W	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls X	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls Y	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls Z	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls AA	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls BB	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls CC	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls DD	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls EE	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls FF	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls GG	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls HH	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls II	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls JJ	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls KK	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls LL	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls MM	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls NN	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls OO	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls PP	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls QQ	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls RR	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls SS	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls TT	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls UU	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls VV	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls WW	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls XX	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls YY	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls ZZ	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls AA	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls BB	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls CC	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls DD	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls EE	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls FF	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls GG	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls HH	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls II	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls JJ	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls KK	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls LL	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls MM	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls NN	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls OO	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls PP	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls QQ	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls RR	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls SS	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls TT	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls UU	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls VV	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls WW	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls XX	0.20	0.12	0.00	0.20		+0.00	100	
22	22-A1 Ls YY	0.20	0.12	0.00	0.20		+0.00	100	
104	104-A1 Ls ZZ	0.20	0.12	0.00	0.20		+0.00	100	
10	94-A1 Ls AA	0.20	0.12	0.00	0.20		+0.00	100	
116	104-A1 Ls BB	0.20	0.12	0.00	0.20		+0.00	100	
94	95-A1 Ls CC	0.20	0.12	0.00	0.20		+0.00	100	
24	94-A1 Ls DD	0.20	0.12	0.00	0.20		+0.00	100	
145	115-A1 Ls EE	0.20	0.12	0.00	0.20		+0.00	100	

AMERICA

Merck fall puts check on advance by Dow

Wall Street

ENCOURAGING economic news battled with declines in several big stocks, including DuPont and Merck, to leave US stock little changed yesterday morning in spite of some encouraging economic news, writes *Patrick Harverson* in New York.

At 1pm, the Dow Jones Industrial Average was down 5.59 at 3,559.87. The more broadly based Standard & Poor's 500 was 0.07 lower at 448.17, while the Ameri composite was down 0.08 at 434.71, and the Nasdaq composite up 2.78 at 704.78. Trading volume on the NYSE was 163m shares by 1pm.

The morning's economic news was broadly positive. The commerce department announced a 3.8 per cent climb in June durable goods orders, an increase that was three times larger than analysts had forecast. The figures, however, came with a catch. The big increase was due primarily to a large jump in orders for commercial aircraft, a traditionally volatile component. Without the aircraft orders, the overall increase was just 0.3 per cent.

ASIA PACIFIC

Uncertain political outlook leaves Nikkei edging lower

Tokyo

TRADING remained subdued by continuing political uncertainty, and share prices were finally marginally lower after trading within a tight range, writes *Emiko Terazono* in Tokyo.

The Nikkei average lost 61.81 at 19,829.68 after a day's low of 19,792.61 and high of 19,958.00. With buying by public pension funds and investment trusts absent, the index lost ground in tandem with the futures market.

Volume amounted to 180m shares, against Tuesday's 200m. Declines outnumbered advances by 513 to 432, with 192 issues unchanged. The Topix index of all first section stocks shed 3.17 to 1,822.28. In London the ISE/Nikkei 50 index rose 1.32 to 1,231.50.

Traders feared that investors would remain inactive, using the political situation as an excuse. Mr Yasuo Ueki at Nikko Securities said: "Even after a new prime minister is chosen, investors may not want to trade until policies are made by the cabinet."

Investors have reacted calmly to the likelihood of a non-Liberal Democratic Party coalition gaining power. The two splinter parties yesterday decided to join the coalition formed by the five remaining opposition parties, giving the opposition side a majority. Market participants are also focusing on the next LDP president, who will be chosen tomorrow.

Some banks lost ground on profit-taking. Sakura Bank receded Y20 to Y1,640 and Fuji Bank lost Y20 to Y3,460. Brokers were also easier on fears of lower profits due to the sharp fall in recent market volume. Daiwa Securities weakened Y40 to Y1,280 and Nikko

Even then, analysts said that they were still relieved to see that orders were up in June.

The news failed to lift market sentiment or prices, which tumbled at the opening, before recovering later. Although some investors continued to take profits following recent record-breaking gains in the Dow, the bulk of the declines were attributable to a handful of leading stocks.

Merck led the way, falling almost \$2 in early trading after the big drug group announced a \$5bn acquisition of Medco Containment Services, which will be funded through a new equity issue and debt financing.

Merck recovered some of its losses later in the morning, and by early afternoon the stock was down 1.1% at \$30.00 in volume of 4.2m shares. Medco, traded on the Nasdaq market, soared 3.7% to \$35.50.

DuPont fell 0.1% to 347% after the company disappointed the markets with second quarter earnings of 76 cents a share, well below the 84 cents a share expected by analysts.

Chrysler dropped 2.2% to \$41.80 in volume of 5.8m shares even though the car maker unveiled strong second quarter net income of \$685m, which

included one-off gains worth \$110m from the sale of stock and a plastic unit. The decline may have been a natural correction following recent big gains in Chrysler's share price.

In the same sector, Ford climbed 8% to \$51.75 in volume of 1.1m shares on news of an impressive improvement in second quarter earnings. General Motors' class B shares, which represent the company's EDS unit, gained 1.1% to \$27.75 after the company, which announced as-expect profits yesterday, said it expected double-digit revenue growth in 1993.

Eastman Kodak rose 1.1% to \$52.45 after the company reported second quarter net income of \$1.13 a share, up from \$1.1 a share a year earlier, even after a special charge.

Canada

TORONTO was firmer at mid-session despite strength in metals and oil and gas.

The TSX-300 composite index was 15.38 higher at 3,926.98 in volume of 28m shares.

Among sub-indexes the oil and gas sector was 46.72 firmer at 4,338.88.

All Ordinaries index closed 3.5

firm at 1,818.4.

News Corp climbed 19 cents to \$38.49 with 6.5m shares traded after its successful buy into Star TV, the Asian satellite broadcaster.

Turnover was boosted to A\$422m by heavy trading in several stocks. Centro Properties, formerly Jennings Properties, topped turnover with about 8.7m shares changing hands, losing a cent to 56 cents as Fletcher Challenge and Jennings Group sold their combined 35.9 per cent stake.

NEW ZEALAND gained 1.5 per cent in good volume, and the NZSE-40 capital index finished earlier this month, would take longer than expected. Sumitomo dived Y5 to Y450 on expectations of a lower market share.

Telecom, which reports first-quarter results today, gained 10 cents at 21,926.24 in volume of 13.8m shares. Nintendo rose Y330 to Y9,560.

MANILA was mixed after some late profit-taking but the composite index rose 2.59 to a new record of 1,740.97.

TAIPEI saw late nervous selling which left the weighted index 50.81, or 1.3 per cent, lower at 4,019.53 in moderate turnover of T\$17.41bn.

Tuesday's release of business indices indicating a possible slowdown had hurt sentiment.

BOMBAY edged lower in thin trade as fears rose over Prime Minister P.V. Narasimha Rao's government surviving a no-confidence vote in parliament after the market had closed. The BSE index ended 10.88 down at 1,753.99.

SINGAPORE was left lower on selling in shipyards following weaker than expected half-year earnings reported by Sembawang Shipyards. The Straits Times Industrial index shed 11.32 to 1,794.21.

Sembawang Shipyards fell 50 cents to \$81.50 in volume of 3.06m shares, while its warrants dipped 50 cents to \$55.70 on 563,000 shares traded.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co. and NatWest Securities Limited in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	TUESDAY JULY 27 1993						MONDAY JULY 25 1993						DOLLAR INDEX			
	US Dollar Index	Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Loc. Chg. on day	Grp. Yield	US Dollar Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1993 High	1993 Low	Year ago (approx)
Australia (59)	139.15	+0.5	138.60	93.64	124.96	136.75	+0.7	3.67	136.55	136.76	93.58	124.22	135.79	144.19	117.38	141.29
Austria (17)	160.55	+0.4	159.80	107.98	144.07	143.98	+0.1	1.35	159.52	157.48	107.73	143.02	143.00	160.59	131.16	152.40
Belgium (126)	125.12	+0.8	124.50	84.11	112.24	118.33	+1.1	2.29	124.18	122.55	83.85	111.31	115.12	120.78	131.18	127.39
Canada (106)	207.58	-1.6	206.55	139.55	186.22	189.65	-0.4	1.19	206.87	206.17	141.07	187.26	190.40	225.84	185.11	204.24
Finland (23)	97.82	+2.1	97.33	65.76	87.75	91.58	+1.8	1.02	95.52	94.58	54.72	85.91	117.49	100.92	65.50	70.47
France (97)	152.03	+0.4	151.27	102.20	136.37	140.52	+0.3	3.26	152.62	150.85	103.08	138.82	140.95	167.38	142.72	158.08
Germany (60)	116.37	+0.5	115.79	78.24	104.39	104.38	-0.4	2.03	116.90	115.38	78.95	104.89	104.89	117.10	101.58	120.98
Hong Kong (65)	278.32	+0.4	274.94	185.75	247.89	273.13	+0.1	3.45	276.00	272.48	186.55	247.49	274.79	301.81	218.82	241.32
Iceland (15)	142.45	+0.2	142.25	104.25	140.25	140.25	+0.2	1.45	142.25	140.25	104.25	140.25	140.25	152.00	127.82	140.25
Japan (470)	152.13	+1.2	151.38	102.27	136.49	120.27	+0.7	0.81	150.39	148.44	104.57	134.84	101.67	155.95	100.73	91.78
Malaysia (69)	345.09	+0.2	343.97	231.98	308.98	340.90	+0.3	1.98	345.58	341.84	233.59	310.08	341.86	349.34	251.66	238.01
Mexico (19)	1605.15	+2.0	1597.17	107.09	149.95	1573.80	+1.9	0.90	1573.95	1563.81	106.07	1411.15	1572.58	1756.81	1410.30	1302.41
Netherlands (24)	166.85	+0.1	165.83	112.03	149.51	147.58	+0.0	1.37	168.51	164.36	112.48	149.29	147.38	172.75	150.39	158.72
New Zealand (13)	122.88	+0.8	122.82	35.55	47.44	50.73	+0.7	4.25	122.55	121.57	50.73	47.03	50.43	52.25	40.98	45.69
Norway (22)	154.44	+0.5	153.95	104.08	142.14	158.48	+0.4	1.68	154.55	153.25	104.21	147.21	154.55	162.21	137.14	154.55
Portugal (36)	226.63	+0.1	226.38	126.84	226.63	226.63	+0.1	1.83	225.32	226.56	70.76	223.57	186.39	262.72	207.04	202.12
South Africa (50)	206.21	+1.1	205.19	138.63	184.99	202.15	+1.1	2.54	204.05	201.42	137.82	182.85	200.04	211.77	144.72	197.22
Spain (44)	117.41	-0.6	116.82	78.93	105.32	123.94	+0.1	4.72	118.07	116.52	79.75	108.86	123.84	132.82	115.23	136.91
Sweden (36)	171.03	-0.8	170.18	114.98	153.43	204.77	-0.2	1.65	172.42	170.19	116.46	154.59	171.57	206.22	148.70	187.91
Switzerland (50)	127.15	+0.4	126.92	85.48	114.08	119.86	+0.3	1.81	126.64	125.09	85.58	113.59	119.45	129.36	108.91	111.59
United Kingdom (218)	174.50	+0.4	173.83	117.30	155.52	173.63	+1.2	3.99	173.81	171.57	117.39	155.82	171.5			